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Improvement of the status of women in the United Nations system

Report of the Secretary-General

Summary

Pursuant to General Assembly resolution 64/141, the present report provides information on the status of women in the United Nations system, including up-to-date statistics, information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress. Over the two-year reporting period, 1 January 2008 to 31 December 2009, the representation of women in the Professional and higher categories in the United Nations system increased marginally from 38.4 to 39.9 per cent, translating into an average increase of 0.75 per cent per annum. The highest and lowest representations of women were found at the P-2 and D-2 levels, at 57.4 and 26.0 per cent, respectively. In response to a system-wide survey of United Nations entities on achieving gender balance the following challenges were noted: inadequate accountability, monitoring and enforcement mechanisms; lack of special measures for gender equality; weak integration of focal point systems; weak implementation of flexible working arrangements; insufficient outreach; and low numbers of qualified women applicants. As recommendations to address the stated challenges, the entities emphasized the need for senior leadership sponsorship, enhanced monitoring and accountability, and more rigorous implementation of existing policies, including special measures for women and flexible working arrangements. Although there is heightened awareness of the imperative for gender balance, reversal of the negative trends at some levels and the slow pace for others requires urgent and intensified action and demonstrated leadership, mirroring that currently exercised for the ungraded level, where increases of 3.5 per cent in the United Nations system and 5.6 per cent (Under-Secretary-General) and 6.6 per cent (Assistant Secretary-General), respectively, in the United Nations Secretariat have set positive historical records.

* A/65/150.

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Contents

		Page
I.	Introduction	6
II.	Status of women in the United Nations system	6
	A. Representation of women in the funds, programmes and specialized agencies of the United Nations system	6
	B. Resident coordinators	11
	C. Overall trends in the representation of women in the Professional and higher categories from 2000 to 2009	12
	D. Appointments, promotions and separations in the Professional and higher categories	14
III.	Status of women in the United Nations Secretariat	26
	A. Representation of women in the United Nations Secretariat	26
	B. Staff in missions administered by the Department of Peacekeeping Operations and the Department of Field Support	29
	C. Policy and practice in the United Nations Secretariat	32
IV.	Progress made and obstacles encountered in achieving gender balance in the United Nations system	34
	A. Progress in gender balance policy, tools and good practice in the United Nations system	35
	B. Impediments to achieving gender balance at the P-4 to D-2 levels	43
V.	Responsibility and accountability of the Office of Human Resources Management and the Chief Executives Board for promoting gender balance	44
VI.	Recommendations for accelerating progress in the United Nations system	45
VII.	Conclusions	46

Tables

1.	Gender distribution of staff in the Professional and higher categories with appointments of one year or more in the United Nations system, by level, as at 31 December 2007, 2008 and 2009	8
2.	Representation of women in the United Nations system with contracts of one year or more (P-1 to ungraded levels) at headquarters and non-headquarters locations as at 31 December 2009	10
3.	Representation of women with temporary contracts (P-1 to ungraded levels) at headquarters and non-headquarters locations as at 31 December 2009	10
4.	Resident coordinators as at 31 December 2008 and 31 December 2009	11
5.	Representation of women in the Professional and higher categories with appointments of one year or more in the United Nations system during the period 2000-2009	12
6.	Comparison of new appointments of women on contracts of one year or more in the Professional and higher categories in the United Nations system from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009	15

7. New appointments to the Professional and higher categories in the organizations of the United Nations system, by gender and level, from 1 January 2008 to 31 December 2009 16

8. New appointments of women at headquarters and non-headquarters locations by level and contract type for United Nations entities with 1,000 or more staff in the Professional and higher categories, from 1 January 2008 to 31 December 2009 17

9. Representation of women in new appointments at the P-5 level and above in United Nations system entities from 1 January 2008 to 31 December 2009..... 19

10. Distribution of promotions by gender and level (P-2 to D-2) in the Professional and higher categories in the United Nations system, from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009..... 20

11. Representation of women in promotions at the P-5 to D-2 levels in United Nations system entities from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009 21

12. Representation of women in promotions at D-1 to D-2 and P-2 to P-5 levels in the United Nations system, on contracts of one year or more at headquarters and non-headquarters locations, from 1 January 2008 to 31 December 2009 21

13. Representation of women in promotions in United Nations system entities at the Professional and higher levels, P-2 to D 2, on contracts of one year or more, from 1 January 2008 to 31 December 2009 22

14. Distribution of separations by gender and level at the Professional and higher levels in the United Nations system, headquarters and non-headquarters location, for all contract types, from 1 January 2008 to 31 December 2009..... 23

15. Comparison of the representation of women in the United Nations system on contracts of one year or more and the proportion of separations of women by level, from 1 January 2008 to 31 December 2009 24

16. Gender distribution of staff in the United Nations Secretariat by level as at 31 December 2007 and 31 December 2009 26

17. Representation of women in the United Nations system and the United Nations Secretariat as at 31 December 2007 and 31 December 2009..... 27

18. Gender distribution of staff in the United Nations Secretariat by level as at 31 December 2000 and 31 December 2009 28

19. Representation of women in the United Nations system and the United Nations Secretariat as at 31 December 2000 and 31 December 2009..... 29

20. Representation of women at the D-1 level and above: missions with 20 or more Professional staff as at 31 December 2009 30

Annexes

I. Gender distribution of staff in the Professional and higher categories in the organizations of the United Nations system, continuous and fixed-term contracts, 1 January 2008 to 31 December 2009 50

II. Gender distribution of staff in the Professional and higher categories in the United Nations Secretariat by department/office and level, as at 31 December 2009 52

Abbreviations

CIS	Commonwealth of Independent States
CEB	United Nations System Chief Executives Board for Coordination
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ITC	International Trade Centre UNCTAD/WTO
ITU	International Telecommunication Union
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research

UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UPU	Universal Postal Union
UNU	United Nations University
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Introduction

1. The present report is submitted pursuant to General Assembly resolution 64/141 of 18 February 2010, and provides information on the status of women in the 31 funds, programmes and specialized agencies of the United Nations system for the period 1 January 2008 to 31 December 2009. It contains up-to-date statistics, analysis and information on progress made and obstacles encountered in achieving gender balance. A series of 11 web annexes supplement the present text and are available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

2. In preambular paragraph 14 of the resolution, the Assembly expressed serious concern that the urgent goal of 50/50 gender balance in the United Nations system, especially at senior and policymaking levels, remained unmet, and that the representation of women in the United Nations system had remained almost static, with negligible improvements in some parts of the system, and in some cases had even decreased, as reflected in the report of the Secretary-General on the improvement of the status of women in the United Nations system (A/63/364). Accordingly, in paragraph 19 of the resolution, the Assembly requested the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, and to ensure managerial and departmental accountability with respect to gender balance targets, and strongly encouraged Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, including in peacekeeping operations.

3. Furthermore, the Assembly requested the Secretary-General to report on the status of women in the United Nations system, including on progress made and obstacles encountered in achieving gender balance, to provide recommendations for accelerating progress, and up-to-date statistics, including the number and percentage of women and their functions and nationalities throughout the United Nations system, and information on the responsibility and accountability of the Office of Human Resources Management of the Secretariat, and the Secretariat of the United Nations System Chief Executives Board for Coordination (CEB) for promoting gender balance.

II. Status of women in the United Nations system

4. In response to the request of the Office of the Special Adviser on Gender Issues and Advancement of Women, 30 of the total of 31 entities in the United Nations system provided data on staff by level and location (headquarters and non-headquarters) for the period 1 January 2008 through 31 December 2009, enabling, for the first time in this report, data analysis by headquarters and non-headquarters locations, where possible.

A. Representation of women in the funds, programmes and specialized agencies of the United Nations system

5. As at 31 December 2007 the representation of women in the Professional and higher categories on contracts of one year or more was 38.4 per cent. By

31 December 2009, their representation rose to 39.9 per cent, or 11,514 of 28,849 Professional staff (see table 1). That modest increase of 1.5 percentage points, from 38.4 to 39.9 over the two-year period, clearly indicates that some of the impediments identified in the previous report persist.

Table 1

Gender distribution of staff in the Professional and higher categories with appointments of one year or more in the United Nations system,[a] by level, as at 31 December 2007, 2008 and 2009

	31 December 2007[b]			*31 December 2008*			*31 December 2009*				
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change in percentage points (Dec. 2008-Dec. 2009)*	*Change in percentage points (Dec. 2007-Dec. 2009)*
UG[c]	178	57	24.3	162	53	24.8	182	70	27.8	3.0	3.5
D-2	402	134	25.0	390	136	25.9	425	149	26.0	0.1	1.0
D-1	1 250	486	28.0	1 181	474	28.6	1 316	543	29.2	0.6	1.2
Subtotal	**1 830**	**677**	**27.0**	**1 733**	**663**	**27.7**	**1 923**	**762**	**28.4**	**0.7**	**1.4**
P-5	3 576	1 597	30.9	3 614	1 596	30.6	3 981	1 900	32.3	1.7	1.4
P-4	4 789	2 745	36.4	4 951	2 900	36.9	5 500	3 344	37.8	0.9	1.4
P-3	3 687	2 841	43.5	3 700	2 930	44.2	4 424	3 484	44.1	(0.1)	0.6
P-2	1 189	1 481	55.5	1 270	1 636	56.3	1 441	1 944	57.4	1.1	1.9
P-1	65	76	53.9	65	81	55.5	66	80	54.8	(0.7)	0.9
Subtotal	**13 306**	**8 740**	**39.6**	**13 600**	**9 143**	**40.2**	**15 412**	**10 752**	**41.1**	**0.9**	**1.5**
Total	**15 136**	**9 417**	**38.4**	**15 333**	**9 806**	**39.0**	**17 335**	**11 514**	**39.9**	**0.9**	**1.5**

Source: United Nations entities.

[a] 1 of 31 entities did not submit data for 2009.

[b] For 2007 data, see A/63/364.

[c] UG indicates "ungraded", for example, Under-Secretary-General, Assistant Secretary-General, Director-General, Deputy Director-General or Assistant Director-General.

6. Between 2007 and 2009, 20 entities increased the representation of women, 1 remained the same and 9 recorded a decrease. One entity did not submit data in this respect (see annex I).

7. The representation of women registered the highest increases at the lowest levels and the least at the higher levels. As shown in table 1, the representation of women ranged from a high of 57.4 per cent at the P-2 level to a low of 26.0 per cent at the D-2 level. Women's representation at the ungraded and D-1 levels, however, was slightly higher than for the D-2 level, at 27.8 and 29.2 per cent, respectively. As at 31 December 2009, the representation of women for levels D-1 and above and levels P-1 through P-5 was 28.4 and 41.1 per cent, respectively. The higher proportion of women in the latter category reflects the large number of posts at those levels. At the P-3 levels a high representation of women is noted with women representing 44.1 per cent of staff. At the P-4 and P-5 levels, however, their representation was much lower at only 37.8 and 32.3 per cent, respectively.

1. By location (headquarters and non-headquarters) and contract type

8. As shown in tables 2 and 3 below, analysis of data for the 30 entities, by location (headquarters and non-headquarters) and contract type reveals a more positive picture for the representation of women on temporary contracts than for those on contracts of one year or more. For all locations, 46.8 per cent were on temporary contracts, while 39.9 per cent were on contracts of one year or more. These percentages reflect, on the one hand, opportunities for women, albeit temporary, and, on the other hand, potential concern that less secure jobs are given more frequently to women than men. Further, tables 2 and 3 demonstrate, inter alia, that, contrary to popular belief, while gender parity can in fact be achieved not only at headquarters locations but also at non-headquarters locations (the United Nations Children's Fund (UNICEF) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)), in some instances even for positions at headquarters, the same entity showed diametrically opposite trends with respect to the representation of women on temporary contracts as compared to those with contracts of one year or more. The International Atomic Energy Agency (IAEA), for example, remained distant from the goal of gender parity for contracts of one year or more, at 22.5 per cent, but registered 41.3 per cent for temporary contracts. Similarly, for non-headquarters positions, two entities, the International Fund for Agricultural Development (IFAD) and UNRWA, reached or surpassed gender parity for contracts of one year or more while three entities, IAEA, the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNICEF, did so for temporary contracts.

Table 2

Representation of women in the United Nations system with contracts of one year or more (P-1 to ungraded levels) at headquarters and non-headquarters locations as at 31 December 2009

(Percentage)

Women in the Professional and higher categories	*Entities in range at headquarters*	*Entities in range at non-headquarters*
>50	UNFPA (57.5), UNDP (55.8), UNICEF (54.6), UNESCO (54.1), International Court of Justice (53.1), UNAIDS (51.3), PAHO (50.9)	IFAD (70.0), UNRWA (53.8)
40-49	WFP (48.6), UNCHR (46.6), WHO (45.3), ILO (45.0), United Nations Secretariat (44.8), IFAD (44.5), International Training Centre (42.7), IMO (43.8), UNITAR (43.3), WIPO (41.8)	UNICEF (48.8) UNFPA (47.7)
30-39	ITC (38.0), FAO (37.8), UNRWA (37.6), WTO (37.5), UNJSPF (35.6), ICAO (34.8), ICSC (33.3), UNOPS (32.1), UNIDO (30.1)	UNESCO (39.9), PAHO (39.4), UNHCR (38.7), ILO (38.3), UNAIDS (38.3), UNDP (38.3), WFP (36.0), United Nations Secretariat (34.5), WHO (32.5)
<30	WMO (29.4), UPU (25.5), IAEA (22.5), UNU (15.0)	UNITAR (25.0), UNOPS (23.5), ICAO (21.6), FAO (20.0), IAEA (17.9), ICJ (0), ICSC (0), IMO (0), ITC (0), International Training Centre (0), UNIDO (19.5), United Nations Joint Staff Pension Fund (0), UNU (10.9), UPU (0), WIPO (0), WTO (0)

Sources: Prepared on the basis of data submitted by 30 United Nations entities. See also web annex 1, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

Table 3

Representation of women with temporary contracts (P-1 to ungraded levels) at headquarters and non-headquarters locations as at 31 December 2009

(Percentage)

Women staff	*Entities in range at headquarters*	*Entities in range at non-headquarters*
>50	International Training Centre (100), ILO (76.9), PAHO (68.6), FAO (67.2), ICAO (66.6), IFAD (64.7), WFP (64.3), UNDP (63.2), UNESCO (61), UNHCR (59.2), UNICEF (53.46)	IAEA (100), UNCHR (63.7), UNICEF (51.6)

Women staff	*Entities in range at headquarters*	*Entities in range at non-headquarters*
40-49	IAEA (41.3)	
30-39		UNDP (38.4), United Nations (35.8)
<30	United Nations (0)	ICAO (20), FAO (16.6), IFAD (0), ILO (25), International Training Centre (0), PAHO (29.6), UNESCO (28.5), WFP (26.6)

Sources: Prepared on the basis of data submitted by 13 United Nations entities. See also web annex 2, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

2. Gender distribution of staff in the General Service and related categories

9. At the General Service (GS) and Field Service (FS) levels, the representation of women on all contract types at headquarters significantly exceeded the target of gender parity: 63.3 per cent for General Service and 72.7 per cent for Field Service, mirroring the traditional pattern of dominance of females at the lower ranks. In locations away from headquarters, however, the representation of women was much lower. Women constituted 34.3 per cent and 35.8 per cent of General Service and Field Service contracts, respectively. Additional statistics on field mission staff in the Field Service category can be found in paragraph 54.

B. Resident coordinators

10. The proportion of women United Nations resident coordinators worldwide increased from 30.8 per cent in the previous reporting period (see A/63/364, para. 7) to 37.1 per cent at the end of December 2009 (see table 4). Latin America and the Caribbean registered the highest increase, 11.7 percentage points, to 43.5 per cent, while the Asia and the Pacific region remained unchanged, at 36.4 per cent.

Table 4
Resident coordinators as at 31 December 2008 and 31 December 2009

	2008				*2009*				*Change in the representation of female resident coordinators 2008-2009 (percentage points)*
	Female	*Male*	*Total*	*Percentage female resident coordinators in 2008*	*Female*	*Male*	*Total*	*Percentage female resident coordinators in 2009*	
Africa region	12	28	44	30.0	15	27	42	35.7	5.7
Arab region	5	11	17	31.3	6	11	17	35.3	4.0
Asia and Pacific region	8	14	24	36.4	8	14	22	36.4	0
Europe and CIS	5	15	21	25.0	7	13	20	35.0	10.0
Latin America and Caribbean region	7	15	24	31.8	10	13	23	43.5	11.7
Total	**37**	**83**	**130**	**30.8**	**46**	**78**	**124**	**37.1**	**6.3**

Source: United Nations Development Group.

C. Overall trends in the representation of women in the Professional and higher categories from 2000 to 2009

11. During the period 2000-2009, the representation of women with appointments of one year or more in the 31 entities of the United Nations system (table 5) increased 6.5 percentage points, from 33.4 per cent on 31 December 2000 to 39.9 per cent on 31 December 2009. This translates into an average increase of less than 1 percentage point annually, generating cause for concern.

Table 5
Representation of women in the Professional and higher categories with appointments of one year or more in the United Nations system during the period 2000-2009

Level	*31 December 2000*[a]	*31 December 2009*[b]	*Percentage point change (2000-2009)*	*Average annual change in percentage points (2000-2009)*
Ungraded	17.4	27.8	10.4	1.2
D-2	18.2	26.0	7.8	0.9
D-1	21.4	29.2	7.8	0.9
P-5	23.5	32.3	8.8	1.0
P-4	31.0	37.8	6.8	0.8
P-3	41.4	44.1	2.7	0.3
P-2	54.5	57.4	2.9	0.3
P-1	62.6	54.8	(7.8)	(0.9)
Total	**33.4**	**39.9**	**6.5**	**0.7**

[a] See CEB/2002/HLCM/3, table 11C. Available from http://www.unsceb.org/ceb/stats/hr/ps/years/2000.

[b] Prepared on the basis of data submitted by United Nations entities.

1. Trends in the representation of women by level

12. As shown in table 5, at the ungraded level, representation of women was 27.8 per cent as at 31 December 2009. It is noteworthy, however, that the ungraded level also registered the largest relative increase in the representation of women during the period 2000-2009, increasing on average by 1.2 percentage points per year.

13. The D-2 level registered a gain of 7.8 percentage points, increasing from 18.2 per cent to 26.0 per cent, an average annual increase of 0.9 percentage points. The D-1 level increased 7.8 percentage points from 21.4 per cent in 2000 to 29.2 per cent in 2009.

14. Consequently, the increase in the representation of women was more significant for the higher levels. The increase at the ungraded level clearly outpaced, by a factor of 2.4, the increases recorded at the P-3 level during the same period. The more positive gains in achieving the goal of gender balance at higher levels could possibly be explained by the relatively small number of positions at those levels. The appointment or promotion of a woman to those levels, therefore, causes

a greater increase in the proportion of female representation at that level than at lower levels where the numbers are larger.

15. Regarding the P-1 to P-5 levels, table 5 shows that between 2000 and 2009, the United Nations system achieved or exceeded parity at only the P-1 and P-2 levels. At the P-1 level, however, the representation of women declined 7.8 percentage points over the decade, falling to 54.8 per cent in 2009. Nevertheless it maintained gender balance throughout the decade.

16. For the P-3 to P-5 levels, both the representation of women and the average annual growth were 1 or less percentage point per annum. The representation of women at the P-3, P-4 and P-5 levels was 44.1, 37.8 and 32.3 per cent, respectively, reflecting total increases of 2.7, 6.8 and 8.9 percentage points. The respective average annual increases over the decade are 0.3, 0.8 and 1.0 percentage points. It is also significant that average annual growth at the P-3 level was less than half that for the P-5 level, presenting both a cause for concern and an opportunity. It constitutes the largest pool from which to populate the higher levels in the organizations and since parity at the P-3 level is only 5.9 percentage points away, the objective of gender balance at the P-3 level is more attainable. At the P-4 and P-5 levels, unless growth in the representation of women is significantly accelerated, the goal of gender parity risks remaining elusive. Moreover, the slow growth at those two levels places a critical barrier in the career path of women, and requires particular focus.

2. Trends in the representation of women by entity

Levels D-1 and above

17. An entity-specific analysis revealed that between 2000 and 2009, eight of the entities, with 20 or more staff, registered increases of more than 10 percentage points in their representation of women at the D-1 level and above. The entities include the following: the United Nations Development Programme (UNDP) (16 per cent), the International Civil Aviation Organization (ICAO) (16.7 per cent), IFAD (21.4 per cent), the United Nations Industrial Development Organization (UNIDO) (19.7 per cent), UNRWA (19.7 per cent), the International Trade Centre (ITC) (11.0 per cent), the Joint United Nations Programme on HIV/AIDS (UNAIDS) (11.3 per cent) and the World Intellectual Property Organization (WIPO) (11.1 per cent).

18. In contrast, three entities recorded declines in the representation of women at the D-1 level and above over the same period. They include the following: the International Civil Service Commission (ICSC) (-8.8 percentage points), UNU (-7.8 per cent) and the Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee (-4.1 percentage points). ICSC started the 10-year period with gender balance for levels D-1 and above (50 per cent), but ended with 41.1 per cent representation of women. As a result of their relatively small size, however, small staffing changes yielded large proportionate drops in figures of representation.

Levels P-1 to P-5

19. Six entities registered increases of over 10 percentage points in the representation of women at the P-1 to P-5 levels, including the United Nations Institute for Training and Research (UNITAR) (13.2 per cent), UNRWA (23.1 per

cent), the International Court of Justice (28.3 per cent), UNAIDS (12.6 per cent), the International Maritime Organization (IMO) (10.3 per cent) and WIPO (11.1 per cent). The Court ended the 10-year period with gender balance (53.1 per cent) by making the highest increase in female staff, after having only 27 per cent female staff at the P-1 to P-5 levels in 2000. At these levels, UNICEF increased the representation of women by 8.2 percentage points, achieving gender parity by 2009. Similarly, the United Nations Educational, Scientific and Cultural Organization (UNESCO) achieved gender balance at the P-1 to P-5 levels, by increasing the representation of women by 6.3 percentage points.

20. Declines in the representation of women at the combined P-1 to P-5 levels over the 10 years also occurred, as reported by three entities: the United Nations Population Fund (UNFPA) (-1.4 percentage points), UNU (-8.0 percentage points), and the Pension Fund and Pension Committee (-2.0 percentage points). However, UNFPA, despite the decline, nonetheless maintained gender parity over the 10-year period, with 52.6 per cent representation of women at the P-1 to P-5 levels.

D. Appointments, promotions and separations in the Professional and higher categories

1. United Nations system: new appointments in the Professional and higher categories

21. The statistics given in the preceding paragraphs provide information on the overall representation of women in the United Nations system and are comprised of three component parts: appointments, promotions and separations. Increased appointments, career advancement (promotions) and retention (decreased separations) constitute the fundamental elements of any policy to accelerate progress towards increased representation of women. Statistics on these components are essential indicators of the extent of progress achieved and are, therefore, presented and analysed separately in the paragraphs that follow.

22. For the current reporting period, 27 of the 31 United Nations entities provided data for new appointments of female staff on all contract types (continuous/permanent, fixed-term and temporary). As shown in table 7, out of a total of 11,493 appointments, the United Nations system appointed 5,190 women, constituting 45.2 per cent. When analysed by level, those appointments ranged from a high of 64.2 per cent at the P-1 level to a low of 26.3 per cent at the D-2 level. Women at the D-1 to ungraded levels represented 26.4 per cent of appointments at those levels and women at the P-1 to P-5 levels represented 46.0 per cent of all appointments at those levels. Gender parity was achieved and exceeded only at the P-1 and P-2 levels with a decrease in appointments of women with each higher level from P-3 to P-5. The figures demonstrate that progress towards gender parity through appointments of women at the more senior levels is markedly slow. More proactive action would be required to enable the achievement of gender balance in the near future.

Appointments by level

23. Overall progress in increasing the proportion of women appointed in the United Nations system varied considerably (table 6). Exceptions, however, included the ungraded level, where progress was considerably higher than during the

previous reporting period, and at the P-2 level, where women represented 60.3 per cent of staff.

24. The proportion of women appointed at the ungraded level in the United Nations system increased 3.6 percentage points, from 25.0 per cent in the previous reporting period to 28.6 per cent in the current period. At the D-2 level, however, this proportion declined from 28.2 per cent in the previous reporting period to 26.3 per cent in the current one. Similarly, the representation of women at both the D-1 and P-5 levels decreased alarmingly from 34.9 per cent to 27.9 per cent (7 percentage points) and 31.7 per cent to 28.6 per cent (3.1 percentage points), respectively. Such large declines at critical levels are cause for concern. In contrast, P-4 appointments increased during the reporting period, although only by 0.2 percentage points, from 36.2 per cent to 36.4 per cent. The P-3 and P-2 levels also registered increases, from 43.9 per cent to 44.3 per cent and from 57.8 per cent to 60.3 per cent, respectively.

Table 6

Comparison of new appointments of women on contracts of one year or more in the Professional and higher categories in the United Nations system from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009

(Percentage of appointments of women by level)

Years	*UG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*P-1*	*All levels*
1 January 2005 to 31 December 2007[a]	25.0	28.2	34.9	31.7	36.2	43.9	57.8	—	40.8
1 January 2008 to 31 December 2009[b]	28.6	26.3	27.9	28.6	36.4	44.3	60.3	64.2	45.2
Percentage point change	3.6	(1.9)	(7.0)	(3.1)	0.2	0.4	2.5	—	4.4

[a] See A/63/364.

[b] Prepared on the basis of data submitted by 27 United Nations entities.

Appointments by location: headquarters and non-headquarters

25. An analysis of appointments of women by all contract types by location (headquarters and non-headquarters) revealed that with the exception of UNICEF, the proportion of women appointed at headquarters was higher than at non-headquarters locations. Table 7 shows that appointments of women at headquarters constituted 50.4 per cent (3,197) of all headquarters appointments and 38.8 per cent (1,997) of non-headquarters appointments. Overall, for all reporting entities, gender parity in appointments was achieved for headquarters appointments only at the P-3 level and below, and for non-headquarters duty stations at only the P-2 level and below.

Table 7
New appointments to the Professional and higher categories in the organizations of the United Nations system, by gender and level, from 1 January 2008 to 31 December 2009

	Distribution of appointments of all contract types						*All contract types*		
	Headquarters			*Non-headquarters*			*Headquarters + non-headquarters*		
	Number			*Number*			*Number*		
Levels	*Men*	*Women*	*Percentage of Women*	*Men*	*Women*	*Percentage of Women*	*Men*	*Women*	*Percentage of Women*
UG	33	15	45.5	44	7	15.9	77	22	28.6
D-2	43	23	34.8	44	8	15.4	87	31	26.3
D-1	96	48	33.3	103	29	22.0	199	77	27.9
Subtotal	**172**	**86**	**33.3**	**191**	**44**	**18.7**	**363**	**130**	**26.4**
P-5	351	155	30.6	372	135	26.6	723	290	28.6
P-4	876	569	39.4	839	412	32.9	1 715	981	36.4
P-3	1 000	1 041	51.0	1 164	682	36.9	2 164	1 723	44.3
P-2	659	1 154	63.7	547	679	55.4	1 206	1 833	60.3
P-1	94	192	67.1	38	45	54.2	132	237	64.2
Subtotal	**2 980**	**3 111**	**51.1**	**2 960**	**1 953**	**39.8**	**5 940**	**5 064**	**46.0**
Total	**3 152**	**3 197**	**50.4**	**3 151**	**1 997**	**38.8**	**6 303**	**5 190**	**45.2**

Sources: Prepared on the basis of data submitted by 27 United Nations entities; excludes ICSC, IMO, ITU and WHO. See also web annexes 5 and 6, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

26. With regard to the nine entities with a large headquarters and non-headquarters presence (over 1,000 Professional and above staff), gender balance in appointments for positions at headquarters locations (on contracts of one year or more) was attained overall by three entities, UNDP, UNICEF and the World Food Programme (WFP) (table 8). UNDP achieved parity at all levels at headquarters except for P-1 and UNESCO at all levels except for P-5. In the United Nations Secretariat, gender balance was attained at the P-3 level and below. For appointments at non-headquarters locations, UNICEF achieved gender balance at all levels except the ungraded and D-2 and P-1 levels. The following eight entities achieved parity at the P-2 level at non-headquarters locations: the Food and Agriculture Organization of the United Nations (FAO), IAEA, the United Nations Secretariat, UNDP, UNESCO, UNHCR, UNICEF and WFP. This level and location (non-headquarters) had the highest number of entities reaching parity.

Table 8

New appointments of women at headquarters and non-headquarters locations by level and contract type for United Nations entities with 1,000 or more staff in the Professional and higher categories, from 1 January 2008 to 31 December 2009

(Percentage)

	Continuous/fixed-term contracts		*Temporary contracts*	
Level	*Headquarters*	*Non-headquarters*	*Headquarters*	*Non-headquarters*
UG	UNDP (50.0), UNESCO (100)			
D-2	FAO (50.0), UNDP (75.0), UNESCO (50.0), UNHCR (100), UNICEF (100), WFP (66.7)	FAO (66.7)	United Nations Secretariat (50.0)	
D-1	UNDP (50.0), UNESCO (100), UNHCR (100), UNICEF (60.0), WFP (66.7)	UNICEF (50.0)		
P-5	UNDP (50.0), UNICEF (63.0)	UNHCR (100), UNICEF (52.6), WFP (66.7)	UNICEF (80.0), WFP (50.0)	UNHCR (66.0)
P-4	UNDP (67.7), UNESCO (81.8), UNHCR (50.0), UNICEF (50.0), WFP (57.1)	UNICEF (57.7)	UNICEF (52.4), WFP (63.6)	UNHCR (50.0)
P-3	United Nations Secretariat (50.1), UNDP (63.3), UNESCO (50.0), UNICEF (58.8)	IAEA (50.0), UNESCO (50.0), UNICEF (51.0)	FAO (69.4), United Nations Secretariat (53.9), WFP (51.2)	
P-2	FAO (66.2), United Nations Secretariat (61.1), UNDP (66.7), UNESCO (100), UNICEF (66.7), WFP (60.0)	FAO (58.3), IAEA (100), United Nations Secretariat (50.2), UNDP (64.7), UNESCO (50.0), UNHCR (56.3), UNICEF (79.6), WFP (51.8)	FAO (74.1), United Nations Secretariat (65.3), UNHCR (75.0), UNICEF (68.8), WFP (51.0)	UNHCR (66.7), UNICEF (64.4)

	Continuous/fixed-term contracts		*Temporary contracts*	
Level	*Headquarters*	*Non-headquarters*	*Headquarters*	*Non-headquarters*
P-1	IAEA (83.3), United Nations Secretariat (68.6), UNESCO (50.0)	UNDP (75.0), UNESCO (100)	FAO (100), IAEA (75.0), United Nations Secretariat (68.4), UNHCR (50.0), UNICEF (100)	United Nations Secretariat (69.6), UNHCR (63.6)
Overall	UNDP (61.6), UNICEF (59.0), WFP (50.0)	IAEA (50.0), UNICEF (63.4)	FAO (63.5), United Nations Secretariat (52.9), UNHCR (56.8), UNICEF (58.5), WFP (50.4)	UNHCR (61.1)

Sources: Prepared on the basis of data submitted by 27 United Nations entities; excludes WHO. See also annex I and web annexes 1, 2, 5 and 6, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

27. With regard to the proportion of women in headquarters and non-headquarters positions on temporary appointments, as seen in table 8, five entities reached parity in appointments of women on temporary contracts overall at headquarters locations (FAO, United Nations Secretariat, UNHCR, UNICEF and WFP), specifically at the P-1 to P-5 levels, with the exception of the United Nations Secretariat, which, notably, appointed a woman at the D-2 level and on temporary contract at a headquarters location. With regard to non-headquarters positions, UNHCR distinguished itself by achieving parity at the P-1, P-2, P-4 and P-5 levels. The Secretariat reached, or exceeded, parity at headquarters locations on temporary contracts and contracts of one year or more for three levels (P-1 to P-3). At non-headquarters locations, however, it achieved parity only at the P-1 level.

Appointments by entity

28. Of the 27 entities that reported appointments of one year or more, 10 achieved gender balance during the current reporting period, including the International Court of Justice, IFAD, the International Labour Organization (ILO), the International Training Centre of the International Labour Organization, the Pan American Health Organization (PAHO), UNDP, UNESCO, UNFPA, UNICEF and UNRWA. Four entities, the United Nations Secretariat, the Pension Fund and Pension Committee, WFP and the World Meteorological Organization (WMO), appointed between 40 and 49 per cent women. Another 6 entities, FAO, ITC, UNAIDS, UNIDO, UNITAR and WIPO, appointed between 30 and 39 per cent women. However, 5 entities appointed less than 30 per cent women, namely, the World Tourism Organization (28.6 per cent: 2 out of 7), ICAO (24.1 per cent: 20 out of 83), IAEA (20.6 per cent: 56 out of 247), the Universal Postal Union (UPU) (25.0 per cent: 4 out of 16), and UNU (15.8 per cent: 3 out of 19).

29. An analysis of appointments of women at individual entities at the decision-making levels of P-5 and above reveals that 6 out of 27 entities (PAHO, UNICEF, UNHCR, UNFPA, the International Court of Justice, and the Pension Fund and Pension Committee) achieved gender balance in appointments (see table 9).

Nevertheless, UNESCO, ITC, UNDP, IFAD and ILO are within reasonable range of achieving gender balance, with between 40 and 49 per cent representation of women at the P-5 level and above in new appointments. The United Nations Secretariat had the highest number of overall appointments at the ungraded level, yet failed to achieve gender balance at the P-5 and above levels. The United Nations Secretariat, along with WFP and WIPO, appointed only 30 to 39 per cent women at the P-5 level and above. The majority of entities (13 out of 27), however, remained far from the goal of gender parity, having appointed less than 30 per cent women at level P-5 and above. Concerted efforts to accelerate progress are required, especially in those entities where appointments of women have not kept pace even with the United Nations system average at any given level.

Table 9

Representation of women in new appointments at the P-5 level and above in United Nations system entities from 1 January 2008 to 31 December 2009

Percentage of women in appointments	*Number of entities in the range*	*Entities in range*
>50	6	PAHO, UNICEF, UNHCR, UNFPA, International Court of Justice, United Nations Joint Staff Pension Fund and United Nations Staff Pension Committee
40-49	5	UNESCO, ITC, UNDP, IFAD, ILO
30-39	3	WFP, United Nations, WIPO
<30	13	International Training Centre, UNITAR, UNOPS, FAO, UNAIDS, UNRWA, IAEA, WMO, UNIDO, ICAO, UNU, WTO, UPU
Total	**27**	

Source: Prepared on the basis of data submitted by 27 United Nations entities, excluding ICSC, IMO, ITU and WHO.

2. Promotions in the United Nations system in the Professional and higher categories

30. A total of 26 entities of the United Nations system provided data on promotions for the current reporting period. The United Nations system promoted 1,299 women out of a total of 2,899 promotions, constituting 44.8 per cent of all P-2 to D-1 promotions in the Professional and higher categories and 25.4 per cent (31 out of 122) at the D-2 level (table 10). The ungraded levels are not promotions; they are, rather, appointments made directly by the head of an entity, and are therefore not reflected in the data on promotions.

Promotions by level for contracts of one year or more

31. An analysis of promotions by levels across entities reveals that gender parity was reached only at the P-2 and P-3 levels, 50.6 per cent (355 out of 702) and 51.5 per cent (173 out of 336) respectively (see table 10). Out of 2,636 staff at the P-2 to P-5 levels, 1,217 women received promotions, constituting 46.2 per cent. During the reporting period, the P-4 and P-5 levels registered increases in promotions of 2.5 (from 44.2 to 46.7 per cent) and 1.5 (from 36.7 to 38.2 per cent) percentage points, respectively. At the D-1 level, the promotion of women

comprised 31.2 per cent (82 out of 263), a decline of 2.4 percentage points relative to the previous reporting period.

Table 10
Distribution of promotions by gender and level (P-2 to D-2) in the Professional and higher categories in the United Nations system from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009

	Gender distribution of promotions								
	1 January 2005 to 31 December 2007[a]				*1 January 2008 to 31 December 2009*				*Change in percentage points 2007-2009*[b]
Level	*Men*	*Women*	*Total*	*Percentage women*	*Men*	*Women*	*Total*	*Percentage women*	
D-2	No data collected for this period				91	31	122	25.4	—
D-1	302	153	455	33.6	181	82	263	31.2	(2.4)
Subtotal D-1	**302**	**153**	**455**	**33.6**	**181**	**82**	**263**	**31.2**	**(2.4)**
P-5	717	416	1 133	36.7	415	257	672	38.2	1.5
P-4	870	689	1 559	44.2	494	432	926	46.7	2.5
P-3	508	565	1 073	52.7	347	355	702	50.6	2.1
P-2	135	228	363	62.8	163	173	336	51.5	11.3
Subtotal P	**2 230**	**1 898**	**4 128**	**46**	**1 419**	**1 217**	**2 636**	**46.2**	**0.2**
Total[c]	**2 532**	**2 051**	**4 583**	**44.8**	**1 600**	**1 299**	**2 899**	**44.8**	**0.0**

Source: United Nations entities (2009).

[a] See A/63/364.

[b] Promotion tables have been expanded to include data provided by the entities for the D-2 level.

[c] D-2 data have been omitted from total.

32. The representation of women in promotions at the P-5 to D-2 levels in the United Nations system is noteworthy. The number of entities in which promotions of women surpassed 50 per cent of all promotions remained identical to those of the previous reporting period (table 11). In contrast, relative to the previous reporting period, the number of entities in which promotions of women ranged from 40 to 49 per cent decreased from 9 to 3. The number of entities in which promotions of women ranged from 30 to 39 per cent also declined, from 13 to 6 entities, whereas the number of entities in which the promotions of women were below 30 per cent increased from 7 to 13. This development raises concern.

Table 11

Representation of women in promotions at the P-5 to D-2 levels in United Nations system entities, from 1 January 2005 to 31 December 2007 and from 1 January 2008 to 31 December 2009

Percentage of women promoted	*Number of entities in range 1 January 2005-31 December 2007*	*Number of entities in range 1 January 2008-31 December 2009*	*United Nations entities and number of promotions (women/total) 1 January 2008-31 December 2009*
>50	2	2	UPU 50.0 (1/2), UNIDO 50.0 (5/10)
40-49	9	3	ILO 46.5 (33/71), United Nations Secretariat 40.2 (134/333), UNICEF 46.6 (62/133)
30-39	13	6	WFP 35.4 (34/96), United Nations Joint Staff Pension Fund and United Nations Staff Pension Committee 30.0 (3/10), UNCHR 31.3 (21/67), UNESCO 33.3 (15/45), UNDP 30.9 (26/84), IFAD 33.3 (2/6)
<30	7	13	FAO 25.8 (8/31), IAEA 15.8 (9/57), ICAO 9.1 (2/22), PAHO 29.2 (7/24), UNAIDS 25.9 (7/27), UNRWA 25.0 (3/12),WIPO 17.4 (4/23)
Total	**31**	**24**	

Sources: United Nations entities. See also web annex 7, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

Promotions by location: headquarters and non-headquarters

33. An analysis of promotions by headquarters and non-headquarters locations (table 12) indicates that at the Professional and higher levels (P-2 to D-2), in the 26 reporting entities and for contracts of one year or more, proportionately more promotions of women occurred at headquarters (46.4 per cent (842 out of 1,813)) than at non-headquarters (39.9 per cent (424 out of 1,061)) and more at the Professional levels (46.3 per cent) (1,153 out of 2,489) than at the D-1 and D-2 levels (29.3 per cent) (113 out of 385). At WFP, for example, gender parity was achieved or exceeded in promotions at every headquarters location and level (a total of 35 women (60.3 per cent) and 23 men at the P-2 to P-5 levels, except the D-1 and D-2 levels.

Table 12

Representation of women in promotions at D-1 to D-2 and P-2 to-P-5 levels in the United Nations system, on contracts of one year or more at headquarters and non-headquarters locations, from 1 January 2008 to 31 December 2009

	D-1 to D-2			*P-2 to P-5*			*Total (P-2 to D-2)*		
Levels	*Headquarters*	*Non-headquarters*	*Total*	*Headquarters*	*Non-headquarters*	*Total*	*Headquarters*	*Non-headquarters*	*Total*
Percentage of women promoted (number women promoted/total promotions)	27.1 (61/225)	32.5 (52/160)	29.3 (113/385)	49.2 (781/1 588)	41.2 (372/901)	46.3 (1 153/ 2 489)	46.4 (842/1 813)	39.9 (424/1 061)	44.05 (1 266/2 874)

Sources: United Nations entities. See also web annex 7, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

Promotions by entity

34. Table 13 shows the overall proportion of women promoted at all levels in each individual entity during the reporting period. Throughout the system, and for contracts of one year or more, for 6 out of the 26 reporting entities the representation of women in promotions registered 50 per cent or more, and 7 reported that their representation was less than 30 per cent. One entity, ICSC, promoted no women.

35. An analysis of individual entities by level indicates that at the D-2 level UNICEF promoted the highest proportion of women (57.1 per cent, or 4 out of 7), followed by UNESCO (50 per cent, or 1 out of 2). WMO promoted only men (6) in this category. At the D-1 level, only two entities achieved or surpassed 50/50 gender balance in promotions: UNRWA at 100 per cent (2 out of 2), and UNAIDS, at 50 per cent (2 out of 4). Six entities indicated promotions only of men: the Pension Fund and the Pension Committee, WMO, UNU, IAEA, ICAO and ICSC. Seven entities recorded no promotions of either men or women: International Court of Justice, IFAD, International Training Centre, ITC, UNITAR, UPU and the World Health Organization (WHO). As in the case of appointments, the data provided by the entities indicates that the proportion of women staff promoted to the more senior levels (D-1 and D-2) lags well behind promotions of men. Concerted efforts would be required to accelerate progress, especially in those entities where the proportions are below the United Nations system average for those levels.

Table 13

Representation of women in promotions in United Nations system entities at the Professional and higher levels, P-2 to D-2, on contracts of one year or more, from 1 January 2008 to 31 December 2009

Percentage of women promoted	*Number of entities in the range*	*Entities in range*
>50	6	World Tourism Organization 57.4 (8/14), IFAD 55.5 (10/18), PAHO 53.85 (28/52), UNICEF 51.9 (191/368), WIPO 51.2 (65/127), ITC 50.0 (5/10)
40-49	8	UNESCO 49.2 (88/179), UNRWA 47.6 (10/21), United Nations Secretariat 47.3 (445/940), International Court of Justice 46.6 (7/15), ILO 46.4 (58/125), UPU 44.4 (4/9), WFP 43.4 (105/242), UNCHR 43.2 (76/176)
30-39	5	United Nations Joint Staff Pension Fund and United Nations Staff Pension Committee 38.8 (7/18), UNAIDS 38.0 (16/42), UNIDO 36.7 (11/30), FAO 35.6 (31/87), UNITAR 33.3 (1/3)
<30	7	ICAO 26.2 (22/84), UNDP 25.5 (38/149), IAEA 25.2 (34/135), UNU 25 (1/4), WMO 23.1 (3/13), International Training Centre 20 (2/10), ICSC 0 (0/5)
Total	**26**	

Sources: United Nations entities. See also web annex 7, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

3. Separations of staff in the Professional and higher categories

36. For the current two-year reporting period, the 27 reporting entities furnished data on separations for female staff on contracts of one year and more. In all 27 entities, 4,241 women out of 9,950 total staff (42.6 per cent) separated from the United Nations system at all levels (table 14). The proportion of women staff separating in all categories of contracts ranged from 66.1 per cent at the P-1 level to 21.6 per cent at the D-2 level. The proportion was even lower for the ungraded levels.

37. When analysed by reason for separation, the data showed that appointment expiration, resignation and mandatory retirement constituted the basis for the largest proportion of separating women staff. The first two categories represent a significant pool of qualified women, who if retained would expedite progress towards gender parity.

Table 14

Distribution of separations by gender and level at the Professional and higher levels in the United Nations system, headquarters and non-headquarters locations, for all contract types, from 1 January 2008 to 31 December 2009

	Distribution of separations by gender								
	Headquarters			*Non-headquarters*			*Total*		
Level	*Men*	*Women*	*Women (percentage)*	*Men*	*Women*	*Women (percentage)*	*Men*	*Women*	*Women (percentage)*
USG[a]	10	3	23.1	18	0	0.0	28	3	9.7
ASG[a]	15	7	31.8	27	1	3.6	42	8	16.0
D-2	78	26	25.0	74	16	17.8	152	42	21.6
Subtotal	**103**	**36**	**34.9**	**119**	**17**	**12.5**	**222**	**53**	**19.2**
D-1	157	67	29.9	175	53	23.2	332	120	26.5
P-5	420	206	32.9	495	151	23.4	915	357	28.1
P-4	732	479	39.6	887	388	30.4	1 619	867	34.9
P-3	752	752	50.0	934	632	40.4	1 686	1 384	45.1
P-2	472	816	63.4	381	484	56.0	853	1 300	60.4
P-1	65	138	68.0	17	22	56.4	82	160	66.1
Subtotal	**2 598**	**2 458**	**48.6**	**2 889**	**1 730**	**37.4**	**5 487**	**4 188**	**43.2**
Total	**2 701**	**2 494**	**48.0**	**3 008**	**1 747**	**36.7**	**5 709**	**4 241**	**42.6**

Sources: United Nations entities. See also web annex 8, available from http://www.un.org/womenwatch/osagi/fpdocumentation.htm.

[a] At the ungraded level (combining Under-Secretary-General and Assistant Secretary-General), separations of women were 28.6 per cent for headquarters and 2.2 per cent for non-headquarters locations; overall, for both headquarters and non-headquarters locations, combined separations of women at the ungraded level were 13.6 per cent.

Separations by level

38. The proportion of women separating steadily declined as the level increased (table 15). In addition, there appears to be a correlation between the proportion of separations and certain levels. At the P-3 level and below, separations of women are not only more numerous but are also proportionately higher than their representation overall in the system at those levels. In contrast, at the P-4 level and higher, the proportion of separations of women is lower than their relative representation at those levels in the United Nations system. Women, for example, constitute 66.1 per cent of separations at the P-1 level, even though their representation at that level is only 51.6 per cent. Similarly, at the P-2 level they constitute 60.4 per cent and at the P-3 level they constitute 45.1 per cent of all separations, while representing only 57.2 per cent and 43.8 per cent of staff at those levels, respectively. At the P-4 level and above, however, the trend reverses. For example, separations of female staff at the P-4 level constitute only 34.9 per cent, while women represent 37.4 per cent of all staff at that level. At the ungraded level, women represent 28.1 per cent of all staff, yet they constitute only 13.5 per cent of all ungraded separations.

Table 15
Comparison of the representation of women in the United Nations system on contracts of one year or more and the proportion of separations of women by level, from 1 January 2008 to 31 December 2009

(Percentage)

Level	*Ungraded*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*P-1*
Women in the United Nations system[a]	28.1	26.0	28.6	31.4	37.4	43.8	57.2	51.6
Women separated	13.5	21.6	26.5	28.1	34.9	45.1	60.4	66.1
Difference between the representation of women and the proportion of separations	14.6	4.4	2.1	3.3	2.5	(1.3)	(3.2)	(14.5)

Source: United Nations entities.

[a] As at 31 December 2009.

Separations by location: headquarters and non-headquarters

39. An analysis of separations by headquarters and non-headquarters locations and by level indicates a consistently lower proportion of separations by women in non-headquarters locations at all levels, as shown in table 14. The proportion of women separating from headquarters locations ranges from 68.0 per cent (P-1) to 28.6 per cent (ungraded). Separations at non-headquarters locations range from 56.4 per cent (P-1) to 2.2 per cent (ungraded).

40. Specifically at the ungraded level, 28.6 per cent of the women separated at headquarters locations over the two-year reporting period (25 men and 10 women), and at non-headquarters locations 2.2 per cent of the women separated from their entities (45 men and 1 woman).

41. Similarly, at the D-2 level, while the difference in numbers of separation of women at headquarters relative to non-headquarters locations may be less dramatic than at the ungraded levels, it remains significantly lower for women relative to men. Separations of women constitute one fourth (25.0 per cent) of all separations (78 men and 26 women) at the D-2 level at headquarters locations, and approximately one sixth (17.8 per cent) of all separations (74 men and 16 women) at non-headquarters locations.

Separations by entity

42. An analysis by entity revealed that during the reporting period, 10 out of the 24 entities that provided separation data reported that the proportion of female separations was higher than their representation overall. The 10 entities, beginning with the highest percentage of separations, were as follows: UNITAR, the International Training Centre, IFAD, WIPO, PAHO, UNHCR, the World Tourism Organization, WFP, the United Nations Secretariat and IAEA. Further, in the first four entities listed above, separations of women constituted over 50 per cent of all separations, with UNITAR recording the highest proportion of separations (66.7 per cent) and the International Training Centre, IFAD and WIPO recording 53.8, 53.2 and 50.8 per cent, respectively. In the Secretariat, the proportion of women separating (43.7 per cent) was 5.0 per cent higher than the overall proportion of women represented (38.7 per cent) in that entity. At 7 entities (UNICEF, UNRWA, UNDP, WMO, UNOPS, UPU and UNU), the proportion of female separations was roughly equal to the representation of women staff. At four entities (UNESCO, ITC, UNIDO and ICAO) separation rates were below the overall proportion of female staff. FAO reported that the proportion of women separating (30.2 per cent) was just slightly lower (with a 1.6 per cent difference) than their overall representation of women (31.8 per cent). ICAO had the lowest separation rates, relative to overall representation, with the proportion of women separating at 16.9 per cent, while the overall representation of women was 14.4 per cent higher, at 31.3 per cent. No women separated at ICSC or at the Pension Fund and Pension Committee.

43. The data on separation of women staff (table 14) reveal a consistently lower proportion of separations of women relative to men at all levels above P-2, but especially so at the highest levels. In addition, the proportion of women separating was lower at non-headquarters compared to headquarters locations. In summary, the proportion of separations for women is significantly and consistently lower than for men at both headquarters and non-headquarters locations. For example, at the D-2 level and above, the separation of women at non-headquarters locations (12.5 per cent: 119 men and 17 women) is less than half the proportion of separations at headquarters locations (34.9 per cent: 103 men and 36 women). Women, therefore, appear to constitute the lower risk for separation than men at levels higher than P-4 at both headquarters and non-headquarters locations. In designing policy this should be taken into account, especially in regard to recruitment and promotion.

44. It is noteworthy that, while the representation of women at senior levels in both appointments and promotions was markedly unfavourable, the opposite was the case regarding separations. There were far fewer separations of women relative to their overall representation at a given decision-making level. Entities might wish to establish the reasons, in order to reflect them in future policies.

III. Status of women in the United Nations Secretariat

A. Representation of women in the United Nations Secretariat

45. As in previous reports, the situation of women in the United Nations Secretariat is covered in the present report and will not be reported in the annual report of the Secretary-General to the General Assembly on the composition of the Secretariat. As at 31 December 2009, the representation of women in the Secretariat constituted 39.0 per cent. At the Under-Secretary-General and Assistant Secretary-General levels, as indicated in table 16, the Secretariat achieved record increases of 5.6 and 6.6 percentage points respectively, raising the representation of women to 22.6 per cent at the Under-Secretary-General level and to 26.6 per cent at the Assistant Secretary-General level between 2007 and 2009. The changes are significant since the Secretariat maintains the largest number of positions of any single entity at those levels (the ungraded levels). Progress at the D-2 level, although still positive, was less significant, amounting to an increase of 1.4 percentage points during the reporting period, bringing the overall representation at that level to 24.3 per cent. In contrast, however, declines were registered at the D-1 level (a decrease of 1.8 percentage points) and the P-5 level (a decrease of 0.4 percentage points), lowering the representation of women from 28.5 per cent to 26.7 per cent and from 30.1 per cent to 29.7 per cent, respectively. Similarly, the lower levels of P-3 and P-4 registered suboptimal growth, increasing the representation of women over the reporting period by only 0.4 and 0.8 percentage points, to 41.5 per cent and 36.1 per cent, respectively (see annex II).

Table 16
Gender distribution of staff in the United Nations Secretariat by level as at 31 December 2007 and 31 December 2009

	December 2007			*December 2009*			
	Number			*Number*			
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change in percentage (Dec. 2007-Dec. 2009)*
USG[a]	39	8	17.0	41	12	22.6	5.6
ASG[a]	40	10	20.0	47	17	26.6	6.6
D-2	101	30	22.9	109	35	24.3	1.4
D-1	283	113	28.5	359	131	26.7	(1.8)
Subtotal	**463**	**161**	**25.8**	**556**	**195**	**26.0**	0.2
P-5	718	309	30.1	1 021	431	29.7	(0.4)
P-4	1 324	721	35.3	1 961	1 110	36.1	0.8
P-3	1 302	908	41.1	1 969	1 394	41.5	0.4
P-2	386	393	50.4	645	795	55.2	4.8
P-1	2	1	33.3	15	26	63.4	30.1
Subtotal	**3 732**	**2 332**	**38.5**	**5 611**	**3 756**	**40.1**	1.6
Total	**4 195**	**2 493**	**37.3**	**6 167**	**3 951**	**39.0**	1.7

Source: Prepared on the basis of data provided by the Office of Human Resources Management.

[a] For the ungraded level (Under-Secretary-General and Assistant Secretary-General), the representation of women was 18.5 and 24.7 per cent for 2007 and 2009, respectively, an increase of 6.2 percentage points during the reporting period.

46. Table 17, which compares the representation of women in the United Nations system and the Secretariat, shows that during the reporting period, the increase in the representation of women in the Secretariat exceeded the average for the United Nations system. The Secretariat registered an overall growth rate of 1.7 per cent compared to 1.5 per cent for the United Nations system. Other than at the P-1 level, where the Secretariat has only 41 staff, the biggest difference was at the ungraded level, where the Secretariat registered an increase of 6.2 per cent, compared to 3.5 per cent in the United Nations system. In addition, table 17 shows that at the P-2 and D-2 levels, the increase in the representation of women in the Secretariat was above the system average. It was below the system average, however, at the P-3, P-4, P-5 and D-1 levels.

Table 17

Representation of women in the United Nations system and the United Nations Secretariat as at 31 December 2007 and 31 December 2009

	United Nation system[a]										
Year	*UG*[b]	*D-2*	*D-1*	*UG to D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*P-1*	*P-5 to P-1*	*Overall*
2007[c]	24.3	25	28	27	30.9	36.4	43.5	55.5	53.9	39.6	38.4
2009[d]	27.8	26	29.2	28.4	32.3	37.8	44.1	57.4	54.8	41.1	39.9
Percentage point change	**3.5**	**1.0**	**1.2**	**1.4**	**1.4**	**1.4**	**0.6**	**1.9**	**0.9**	**1.5**	**1.5**
	United Nations Secretariat[e]										
2007	18.5	22.9	28.5	25.8	30.1	35.3	41.1	50.4	33.3	38.5	37.3
2009	24.7	24.3	26.7	26	29.7	36.1	41.5	55.2	63.4	40.1	39.0
Percentage point change	**6.2**	**1.4**	**(1.8)**	**0.2**	**(0.4)**	**0.8**	**0.4**	**4.8**	**30.1**	**1.6**	**1.7**
	United Nations system and United Nations Secretariat										
Difference in percentage point change	**(2.4)**	**(0.4)**	**3.0**	**1.2**	**1.8**	**0.6**	**0.2**	**(2.9)**	**(29.2)**	**(0.1)**	**(0.2)**

[a] Of the 31 entities of the United Nations system, 30 submitted data and 1 did not.

[b] UG indicates "ungraded", for example, Under-Secretary-General, Assistant Secretary-General, Director-General, Deputy Director-General or Assistant Director-General.

[c] See A/63/364.

[d] Prepared on the basis of data submitted by United Nations entities.

[e] Prepared on the basis of data submitted by the Office of Human Resources Management.

Trends in the representation of women in the Professional and higher categories in the United Nations Secretariat, 2000 to 2009

47. Table 18 shows gender distribution by level in the Secretariat in 2000 and 2009. The Secretariat trends are worthy of special note. As mentioned earlier, of all entities, the Secretariat has the largest number of posts at several levels, including at the ungraded level. At the ungraded level, as shown in table 19, the representation of women increased 14.6 percentage points over the decade, more than at any of the lower levels. Further, 6.2 percentage points of the increase occurred during the current reporting period, demonstrating that a significant change could be made with strong political will and heightened focus on a given level. Nevertheless, the

representation of women at the ungraded level was 24.7 per cent at the end of 2009. Those two facts together demonstrate both the feasibility of accelerating progress at an unprecedented pace and the importance of continued and persistent leadership, effort and focus for each level separately. They also demonstrate that increasing the representation of women at one level, even the highest, does not automatically translate into gains at lower levels. Therefore, each level must be independently analysed and targeted to accelerate progress.

Table 18
Gender distribution of staff in the United Nations Secretariat by level as at 31 December 2000 and 31 December 2009

	December 2000			*December 2009*			
	Number			*Number*			
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change in percentage (December 2000-December 2009)*
USG[a]	32	3	8.6	41	12	22.6	14.0
ASG[a]	30	4	11.8	47	17	26.6	14.8
D-2	89	20	18.4	109	35	24.3	5.9
D-1	205	89	30.3	359	131	26.7	(3.6)
Subtotal (USG to D-1)	**356**	**116**	**24.5**	**556**	**195**	**26.0**	**1.5**
P-5	543	244	31.0	1 021	431	29.7	(1.3)
P-4	1 075	500	31.8	1 961	1 110	36.1	4.3
P-3	937	613	39.6	1 969	1 394	41.5	1.9
P-2	331	305	48.0	645	795	55.2	7.2
P-1	7	7	50.0	15	26	63.4	13.4
Subtotal (P-2 to P-5)	**2 893**	**1 669**	**37.1**	**5 611**	**3 756**	**40.1**	**3.0**
Total	**3 249**	**1 785**	**35.4**	**6 167**	**3 951**	**39.0**	**3.6**

Source: Prepared on the basis of data provided by the Office of Human Resources Management.
Note: USG=Under-Secretary-General; ASG=Assistant Secretary-General.
[a] For the ungraded level (Under-Secretary-General and Assistant Secretary-General), the representation of women was 10.1 and 24.7 per cent for the years 2000 and 2009, respectively.

48. The comparison between the United Nations system and the Secretariat as at end 2000 and 2009 is shown in table 19. In contrast to the ungraded level, at the D-2 and D-1 levels, the increase in the representation of women in the Secretariat remained below the United Nations system average. The United Nations system registered increases of 7.8 percentage points at both grades, while the Secretariat registered an increase of only 5.9 percentage points at the D-2 level (from 18.4 to 24.3 per cent over the decade) and a decrease of 3.6 percentage points at the D-1 level (from 30.3 to 26.7 per cent over the decade). Further, at all Professional levels, the United Nations Secretariat shows at best marginal improvement in the 10-year period except at the ungraded and P-2 levels, where it recorded significantly larger increases, outpacing the United Nations system average.

Table 19

Representation of women in the United Nations system and the United Nations Secretariat as at 31 December 2000 and 31 December 2009

(Percentage change)

Year	UG[a]	D-2	D-1	P-5	P-4	P-3	P-2	P-1
	United Nations system							
2000[b]	17.4	18.2	21.4	23.5	31.0	41.4	54.5	62.6
2009[c]	27.8	26.0	29.2	32.3	37.8	44.1	57.4	54.8
Percentage point change	**10.4**	**7.8**	**7.8**	**8.8**	**6.8**	**2.7**	**2.9**	**(7.8)**
	United Nations Secretariat							
2000[b]	10.1	18.4	30.3	31.0	31.8	39.6	48.0	50.0
2009[c]	24.7	24.3	26.7	29.7	36.1	41.5	55.2	63.4
Percentage point change	**14.6**	**5.9**	**(3.6)**	**(1.3)**	**4.3**	**1.9**	**7.2**	**13.4**
	United Nations system and United Nations Secretariat							
Difference in percentage point change	**4.2**	**(1.9)**	**(11.4)**	**(10.1)**	**(2.5)**	**(0.8)**	**4.3**	**21.2**

[a] UG (ungraded) combines the representation of women at the Under-Secretary-General and Assistant Secretary-General levels (see table 18).

[b] CEB/2002/HLCM/3, table 11C. Available from http://www.unsceb.org/ceb/stats/hr/ps/years/2000.

[c] 2009 prepared on the basis of data submitted by 30 United Nations entities, including the Secretariat.

B. Staff in missions administered by the Department of Peacekeeping Operations and the Department of Field Support

49. Within the Secretariat, the field missions of the Department of Peacekeeping Operations and the Department of Field Support are noteworthy owing in particular to the large number of staff and the difficult duty stations, 90 per cent of which are non-family. As at 31 December 2009, a total of 2,939 international professional civilian staff encumbered positions in United Nations field missions, representing an increase of 183 staff since 30 June 2008 (see A/63/364). Nonetheless, during the two-year reporting period the representation of women staff increased only 0.6 percentage points, from 28.9 per cent in 2008 to 29.5 per cent at the end of 2009. At the D-1 level and above, however, the representation of women improved more significantly, increasing 2.2 per cent to 15.8 per cent (35 out of 221) as compared to 13.6 per cent in June 2008.

50. Analysis of staff by individual field mission revealed that in 2009, of the 34 peacekeeping missions, including political and peacebuilding missions, 18 missions had 20 or more Professional staff members. Of those, none had 50 per cent or more professional women. One mission, the United Nations Integrated Office in Burundi (BINUB) had between 40 and 49 per cent; seven missions had between 30 and 39 per cent: the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Assistance Mission in Afghanistan (UNAMA), the United Nations Assistance Mission for Iraq (UNAMI), the United Nations Mission in Liberia (UNMIL), the United Nations Mission in Nepal (UNMIN), the United

Nations Mission in the Sudan (UNMIS) and the United Nations Integrated Mission in Timor-Leste (UNMIT); eight missions had between 20 and 29 per cent: the United Nations Mission in the Central African Republic and Chad (MINURCAT), the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Operation in Côte d'Ivoire (UNOCI), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Logistics Base at Brindisi, Italy, the United Nations Interim Administration Mission in Kosovo (UNMIK) and the United Nations Political Office for Somalia (UNPOS); the remaining two missions, the United Nations Mission for the Referendum in Western Sahara (MINURSO) and the United Nations Support Office for the African Union Mission in Somalia (UNSOA), had less than 20 per cent women.

51. At the D-1 level and above (see table 20), among the 18 missions with 20 or more Professional staff, one mission, UNMIN, had exactly 50 per cent women. One mission, UNAMA, had between 30 and 49 per cent; five missions (MINURCAT, MINUSTAH, UNAMI, UNMIL and UNMIS) had 20 to 29 per cent; four missions (BINUB, MONUC, UNOCI, UNAMID) had between 7 and 19 per cent; the remaining seven missions (MINURSO, UNIFIL, the United Nations Logistics Base, UNMIK, UNMIT, UNPOS and UNSOA) did not have any women at the D-1 level and above.

Table 20
Representation of women at the D-1 level and above: missions with 20 or more Professional staff as at 31 December 2009

50 per cent	*30-49 per cent*	*20-29 per cent*	*< 20 per cent*	*No women at the decision-making level*
UNMIN (50.0)	UNAMA (33.3)	MINURCAT (22.2)	BINUB (16.7)	MINURSO
		MINUSTAH (23.1)	MONUC (16.7)	UNIFIL
		UNAMI (25.0)	UNOCI (7.7)	UNLB
		UNMIL (21.4)	UNAMID (16.7)	UNMIK
		UNMIS (20.0)		UNMIT
				UNPOS
				UNSOA

Source: Prepared on the basis of data submitted by the Department of Peacekeeping Operations and the Department of Field Support.
Note: UNLB = United Nations Logistics Base in Brindisi, Italy.

52. With respect to Special Representatives and Deputy Special Representatives in field missions, increases in the representation of women have been fairly and unusually significant as compared to the past. As at 30 June 2008, one mission, UNMIL, was led by a woman Special Representative, and seven missions had women Deputy Special Representatives (MONUC, the United Nations Operation in Burundi (UNOB), UNIFIL, UNMIN, UNMIS, UNMIL and MINURCAT). By 31 December 2009, however, women Special Representatives headed three missions

(the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), UNMIL and UNMIN), and women Deputy Special Representatives were present in another eight (BINUB, MINURCAT, MINUSTAH, MONUC, UNAMI, UNMIL, UNMIS and the Office of the Special Coordinator of the Secretary-General for Lebanon).

53. At the end of 2009, 13 missions had full-time gender advisers, including for the Department of Peacekeeping Operations, MINURCAT, MINUSTAH, MONUC, UNOCI, UNAMA, UNAMID, UNIFIL, UNMIL, UNMIS and UNMIT, and for the Department of Political Affairs, BINUB, the United Nations Peacebuilding Support Office in the Central African Republic and the United Nations Integrated Peacebuilding Office in Guinea-Bissau. Five missions had a gender focal point, a staff member who covers the gender portfolio in addition to other tasks. For the Department of Peacekeeping Operations those missions were: UNMIK, the United Nations Truce Supervision Organization (UNTSO), the United Nations Military Observer Group in India and Pakistan (UNMOGIP), the United Nations Disengagement Observer Force (UNDOF) and MINURSO; and for the Department of Political Affairs, the United Nations Peacekeeping Force in Cyprus (UNFICYP).

54. In the Field Service category, which grew 15 per cent over the last 18 months of the reporting period, the overall representation of women remained unchanged. Women constituted 28.0 per cent (1,138 out of 4,064) as at 31 December 2009, as compared to 28.1 per cent (990 out of 3,518) as at 30 June 2008. Nonetheless, gender parity was reached at the FS-2 level (4 of 4). At the FS-3, FS-4 and FS-5 levels, however, the percentage of women was 38.2, 26.7 and 29.4 per cent, compared to 37.9, 27.3 and 27 per cent, respectively, as at 30 June 2008. At the end of the same 18-month period, at the FS-7 level women represented 10.7 per cent (3 out of 28), whereas the percentage of women at the FS-6 level decreased to 11.9 per cent (27 out of 199) from 15.8 per cent (29 out of 184). The Department of Peacekeeping Operations and the Department of Field Support are studying and addressing the reasons for the very low representation of women in all categories and at all levels of staff, bearing in mind that over 90 per cent of duty stations are non-family duty stations.

55. Trends in the United Nations Secretariat indicate that greater attention must be directed at increasing the representation of women at all levels, similar to the achievement at the Assistant Secretary-General and Under-Secretary-General levels. A focus on the highest levels alone, while necessary and commendable, is insufficient as a strategy to meet the goal of gender parity.

56. The Secretariat registered a 3.0 percentage point gain (table 18) over the decade in the representation of women at the combined P-1 to P-5 levels (37.1 per cent in 2000 to 40.1 per cent in 2009), missing sharply its own minimum one percentage point per year target, as set out in the departmental human resource action plans. Particularly regrettable was a decline of 1.3 percentage points over the decade at the P-5 level, while the United Nations system registered a 7.9 percentage point increase at that level. The statistics point to the need to rigorously implement policies adopted to attract and retain staff, such as, the special measures for gender equality, promulgated in 1999, and flexible work arrangements.

57. In addition, opportunities to improve gender balance in national civilian staff in peace operations appear to have been most suboptimally used. During the biennium, staff increased by 916, from 15,248 on 30 June 2008 to 16,164 staff on

31 December 2009. However, the overall representation of women declined from 19.4 per cent in 2008 to 16.8 per cent in 2009, a regrettable development given the opportunity that such an increase presented. In contrast, the focus of the organization on increasing the representation of women at the highest levels of leadership and decision-making, including Special Representative of the Secretaries-General, Deputy Special Representative of the Secretaries-General, Under-Secretaries-General and Assistant Secretaries-General, has yielded a historic rate of progress, worthy of emulation at all other levels where progress has been marginal.

C. Policy and practice in the United Nations Secretariat

58. The current reporting period witnessed record levels of activity with respect to gender balance policy formulation and practice. Those activities are summarized below, albeit with the qualification that it is still too early to determine their effectiveness and impact, except at the Under-Secretary-General and Assistant Secretary-General levels, where the rate of progress speaks for itself, as previously mentioned.

1. Decisions of the Secretary-General's Policy Committee

59. In December 2009 the Secretary-General's Policy Committee reviewed the progress and status of gender balance. It noted that progress was suboptimal, except for appointments at the Under-Secretary-General level, where progress was significant. Accordingly, it decided that in 2010, heads of departments and offices were to assume full responsibility for implementing promulgated policies related to gender balance. The gender balance strategy and action plan was to be promulgated as a Secretary-General's bulletin. Special measures would be proposed specifically for departments that were not reaching their gender balance targets with respect to recruitment and retention. Disaggregated data on gender parity to differentiate between headquarters and field duty stations would be provided to allow for more tailored measures to address the issues of gender balance and parity. Existing mechanisms, such as the Management Performance Board and the Steering Committee on the Implementations of Change Management Measures, would be more fully utilized to provide support to senior managers in reporting and sharing innovative measures.

2. Gender balance strategy and action plan

60. A gender balance strategy and action plan for the United Nations Secretariat was prepared by the Office of the Special Adviser on Gender Issues and Advancement of Women and the Focal Point for Women in consultation with the Office of Human Resources Management, and endorsed by the Steering Committee led by the Deputy Secretary-General and by the Policy Committee chaired by the Secretary-General.

3. Scorecard

61. Specifically, with regard to the Secretariat, in decision 2008/8, paragraph (vi), the Policy Committee called for the development and implementation of a gender balance scorecard for each department and office. The scorecards, which are

awaiting implementation, are expected to report on a variety of variables. The Management Performance Board, chaired by the Deputy Secretary-General, will review the scorecards jointly with senior manager compacts and human resources action plans.

4. Network of departmental focal points

62. A network of approximately 60 departmental focal points and alternates in the Secretariat coordinated by the Focal Point for Women facilitates the formulation, implementation and monitoring of gender-relevant policy, the sharing of good practices in the Secretariat and, where relevant, the wider United Nations system. However, while the functions of the focal points were considerably strengthened by the measures introduced in 2008 on departmental focal points for women in the Secretariat (ST/SGB/2008/12), their work continues to require considerable support in most departments, and their access and inclusion has yet to be systematized.

63. More specifically, the Focal Point for Women undertook a separate survey of the 60 departmental focal points and alternates on the functioning of the focal point system in the Secretariat. The survey results, available from http://www.un.org/womenwatch/osagi/fp.htm, underscored the need to strengthen and harmonize the implementation of the terms of reference of the focal points. To that end, an annotated version of the terms of reference, with good practices across all departments, was compiled and placed on the Intranet.

5. Staff Selection

64. As inputs into the new staff selection policy of the Office of Human Resources Management, the Office of the Special Advisor and the Focal Point for Women and the departmental focal points made a series of recommendations on measures to facilitate progress towards gender balance. The new policy therefore states that the recommended list should normally include at least one female candidate, a stipulation initially imposed on all heads of departments by the Secretary-General for appointments at the D-2 and above levels, and now extended to all levels.

65. The Special Adviser on Gender Issues and Advancement of Women and the Focal Point for Women continue to serve as ex-officio members of senior management bodies servicing the staff selection process, including the Senior Review Group and central review bodies respectively.

6. Flexible working arrangements awareness and outreach strategy

66. The Steering Committee on the Implementation of Change Management Measures chaired by the Deputy Secretary-General endorsed the flexible working arrangements awareness and outreach strategy developed by the Focal Point for Women and the Office of Human Resources Management to increase the use of flexible working arrangements in the workplace. The Deputy Secretary-General wrote to all heads of departments and offices, drawing their attention to the well-documented benefits of such arrangements and the need to incorporate them into their departments' daily operations. In addition, an indicator on flexible working arrangement has been included in the compacts of the heads of departments with the Secretary-General, to be reviewed annually. The compacts will henceforth require an action plan on the implementation of flexible working arrangements, seeking thereby to encourage and monitor progress for each of the four options offered.

67. In addition, in line with the efforts to strengthen outreach and advocacy on flexible working arrangements through its communication strategy, in 2009 the Focal Point for Women conducted a Secretariat-wide survey of all staff in the field and at headquarters. The results of the survey, as well as an advocacy piece entitled "Myths and facts about flexible work arrangements" were posted on the Focal Point for Women website for all system-wide focal points, in particular for those of the Secretariat and for members of the Inter-Agency Network on Women and Gender Equality (available from http://www.un.org/womenwatch/osagi/fp.htm). The survey, to which approximately 2,500 staff members responded, found that most staff viewed flexible working arrangements as a positive organizational tool; that there was a strong interest in such arrangements among staff; that the use of flexible working arrangements had a significant impact on staff productivity, job satisfaction, motivation and organizational commitment; that many United Nations staff members were not aware of the basic provisions of existing policies on flexible working arrangements; that staff perceived such arrangements as receiving little support at senior management levels; and that only a minority of staff members had actually requested the use of flexible working arrangement options, usually due to a lack of knowledge or the lack of the manager's or supervisor's support.

7. Department of Peacekeeping Operations and Department of Field Support

68. The Department of Peacekeeping Operations and the Department of Field Support are pursuing gender balance, with multiple initiatives, including a study on promoting a positive work environment in the Department of Peacekeeping Operations and the Department of Field Support at Headquarters and in the field, in which 3,000 staff at headquarters and eight missions participated. Both male and female staff indicated high levels of dissatisfaction with the availability of job-related training and career planning and guidance opportunities, fair recruitment, promotion and appraisal processes, and managerial accountability to address abuses of authority.

69. At Headquarters the Department established a senior-level positive work environment task force to address the recommendations emerging from the study. In addition, exit interviews with departing female staff revealed that work-life imbalance, limited career prospects and unfavourable contract terms reduced the Departments' ability to retain qualified women. The Departments now have focal points for women at Headquarters and in each field mission, but have expressed concern that the volunteer nature of the function seriously limits the ability of the focal points to address the full range of significant issues raised in the above-mentioned and other surveys, as well as those contained in the terms of reference for the focal points for women (ST/SGB/2008/12).

IV. Progress made and obstacles encountered in achieving gender balance in the United Nations system

70. In response to the request of the General Assembly in resolution 64/141 for information on progress made and obstacles encountered in achieving gender balance, Office of the Special Adviser on Gender Issues and Advancement of Women surveyed the 31 entities of the United Nations system and the relevant United Nations bodies, including the United Nations System Chief Executives

Board for Coordination, the International Civil Service Commission and the Inter-Agency Network on Women and Gender Equality. The progress made, in terms of the implementation status of relevant gender balance policies, tools and good practice, as presented by the entities, is summarized below. The obstacles encountered, also as identified by the entities, are presented thereafter.

A. Progress in gender balance policy, tools and good practice in the United Nations system

71. In the 2006 report of the Secretary-General on the improvement of the status of women in the United Nations system (A/61/318), he presented an analysis of the causes of the slow advancement of women. In that report he identified a wide variety of tools, ranging from an organizational gender strategy to work/life policies, as drivers of progress on gender balance. Their implementation status in the entities of the United Nations system constitute indicators of progress and are presented below.

1. Implementation status of gender balance policies and tools

Gender strategy

72. An effective gender balance strategy is one that provides a positive framework to propel progress at an institutional level. While the strategy varies between institutions, it generally anticipates areas and activities of organizational action with a bearing on the improvement of gender balance and the status of women in the organization. A strategy may, for example, address actions in areas such as gender awareness, monitoring and accountability, and informal barriers/working climate and culture as well as human resource policies such as recruitment, promotion, retention, career development, implementation of work/life policies and spouse employment.

73. Seventeen of 30 responding entities reported having a gender strategy (IAEA, ICAO, ILO, the International Training Centre, UNESCO, UNDP, UNHCR, UNICEF, UNIDO, the Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee, UNOPS, the United Nations Secretariat, UNRWA, UPU, WFP, WMO and the World Tourism Organization) while 13 did not. Of the responding entities in the 2008 survey, 15 had gender strategies and 4 did not.

Gender scorecard

74. The gender scorecard refers to the implementation of a quarter or semi-annual monitoring system that incorporates all relevant gender balance data into a report at the level of the organization and its larger component units. All 31 United Nations entities responded to the survey question on the gender scorecard. Of those, 7 confirmed employing a gender scorecard to monitor and support the implementation of a gender policy and another 4 indicated that they intended to introduce one in the future. In contrast, the 2008 survey reported that 9 out of 30 entities employed gender scorecards, while 7 out of 30 planned to introduce them. Relative to the prior biennium, it would appear that 6 entities dropped either the implementation of the scorecard or their plans to adopt it. In sum, the current

reporting period recorded a significant decline in the use of the scorecard, with some entities abandoning it altogether.

75. More encouragingly, however, the current survey also indicated that 5 out of 7 of the entities that reported having a gender scorecard in 2008 had graduated to populating data in real time, increasing its effectiveness in monitoring and correcting negative trends in their incipient stages. In the previous reporting period, fewer than half of the entities (3 out of 9) using gender scorecards used real-time statistics.

Special measures to improve the status of women

76. Special measures are catalytic measures specifically intended to improve and accelerate gender balance in the organization. They may range from staff selection system provisions directly impacting the recruitment and promotion of women, to less direct measures that positively affect and facilitate the organizational culture which positively impacts policy and practice relevant to gender balance.

77. Fifteen of the United Nations system entities reported having some form of special measures to improve the status of women (IAEA, ICSC, ILO, ITU, UNESCO, UNHCR, UNICEF, UNIDO, UNOPS, the United Nations Secretariat, UNRWA, WHO, WIPO, UPU and the World Tourism Organization). Examples of measures include stipulations such as those of UNHCR where recruitment is mandated to have a ratio of 3:2 of female to male at all levels until gender parity is achieved, or those of UNOPS which has binding special measures to select equally qualified female candidates until the 45 per cent to 55 per cent parity rate is reached. The United Nations Secretariat promulgated special measures on gender equality in 1999. The staff selection system as implemented, however, seems to have all but nullified their mandatory nature and/or accountability for their implementation. Of the remaining 50 per cent of the entities that did not report having special measures for gender equality, two (IFAD and FAO) noted that they expected to institute them.

System of focal points

78. The General Assembly resolution, in 64/141 (para. 20), specifically called upon the United Nations system to continue its efforts towards achieving the goal of gender balance, including with the active support of gender focal points. In addition, other resolutions have urged the United Nations system to establish the focal point system at the highest level.

79. The survey of United Nations entities revealed that 18 of the 30 entities (FAO, IAEA, ICAO, ILO, IMO, the International Training Centre, ITU, UNESCO, UNDP, UNICEF, UNIDO, the Pension Fund and the Pension Committee, the United Nations Secretariat, UNRWA, UNU, WHO, WIPO and WMO) had gender focal points, while 12 did not.

80. Of the 18 entities that reported having focal points, their level, number and independence varied between entities: 2 entities noted specifically that they had a budgeted high-level focal point at headquarters, located in offices reporting independently and directly to the head of the entity; 3 entities indicated that they had an individual charged with addressing gender issues in their human resources department but without a specifically budgeted post. Eleven of 18 entities reported having a focal point, albeit on a voluntary basis, also in each duty station; 12 of 18

entities had focal points, also on a voluntary basis, at the level of departments or offices within the entity.

81. Several entities raised serious concerns regarding the voluntary nature of the gender focal points, noting that the workload signified by their mandate and function is markedly incommensurate with the voluntary designation of responsibilities.

Work/life balance and flexible working arrangements

82. United Nations entities were asked to report on the availability and use in their institutions of flexible working arrangements, including the four options outlined in the Secretary-General's bulletin (ST/SGB/2003/4): staggered working hours, telecommuting, scheduled breaks for learning and compressed work schedules. Eight entities (UNDP, UNFPA, UNHCR, UNICEF, the United Nations Secretariat, the Pension Fund and the Pension Committee, UNOPS and UNRWA) reported that they offered all four options. Of the 31 entities, 22 reported that they had the option of staggered working hours, 21 had a telecommuting option, 16 had the option of scheduled breaks for learning and 14 had the option of compressed work schedules. Since the previous reporting period, 7 entities have introduced telecommuting arrangements and 3 have introduced compressed work schedule options. During the same period, the number of entities offering a scheduled break for learning declined by four. The option of staggered working hours remained unchanged and continues to be offered in 22 entities.

83. With regard to the monitoring of flexible working arrangements in the entities, only UNIDO reported using an online tracking system. Others reported that monitoring was the responsibility of their human resources division, often in cooperation with the manager/director/supervisor (ILO, IFAD, UNHCR and PAHO). Two United Nations entities reported that they did not monitor the arrangements at all (the United Nations Secretariat and UNFPA).

84. With regard to implementation of flexible working arrangements, all entities were asked about accessibility and usage of each of the four options. Of the 22 entities offering the staggered working hours option, 15 noted that this option was "easily" to "very easily" granted, and two entities reported that it is "occasionally" granted. Of the 21 entities reporting that they had a telecommuting option, 8 noted that it was "easily" to "very easily" granted, 6 reported that it was occasionally granted, and 1 reported it was almost never granted. Seven of the 16 entities that confirmed offering the option of a scheduled break for learning reported that it was "easily" to "very easily" granted, 4 reported that it was occasionally granted and 2 reported it was almost never granted. Of the 14 entities that reported having a compressed work schedule option, 8 reported that this option was "easily" to "very easily" granted. Several entities also reported that they were considering the options on a case-by-case basis (for example, the International Court of Justice) or were piloting them and evaluating the results before extending them to more employees (for example, UNESCO).

Exit interviews

85. Surveying staff attrition is crucial for gaining insight into the reasons why United Nations employees, particularly women, leave the organization. Such information helps to increase the effectiveness of recruitment and retention policies.

86. Twenty-nine United Nations entities responded to the exit interview section of the system-wide gender survey conducted by the Office of the Special Adviser on Gender Issues and Advancement of Women. Twenty-two of 29 entities, an increase of 11 relative to the last reporting period, confirmed a practice of conducting exit interviews either electronically or otherwise. It is noteworthy that in 2010 CEB designed and distributed a new standardized exit interview questionnaire to all its members with the objective of strengthening the practice and facilitating central data collection by a range of variables, including gender and age. In addition, ICSC noted at its April 2009 session that the exit interviews should target all separating staff (men and women) while incorporating built-in mechanisms to capture gender disaggregated data to analyse the root causes for the increasing trends in separations of female staff from the organizations before retirement age.

87. Notwithstanding the above, of the 22 United Nations entities confirming their practice of conducting exit interviews, only 8 reported exclusively using online questionnaires. Compliance with best practices and confidentiality requirements suggests, therefore, the need for a more generalized use of the online version. Further, the true causes of attrition may be expected to be comprehensively and accurately captured if exit interviews are both mandatory and confidential. Exit interview questionnaires are not yet mandatory in 11 out of the 22 United Nations entities using them and are analysed predominantly either by their human resources and/or administrative units.

(g) Other gender-related policies

88. In addition to the policies mentioned above, several entities reported adopting other gender-related policies that indirectly impact retention, recruitment and gender-sensitive organizational culture.

89. Of the entities providing data, 27 reported having policies to prohibit discrimination and harassment; 21 noted that they had an ethics office; 18 indicated that they had special measures for protection from sexual exploitation and sexual abuse; and 2, PAHO and UNIDO, noted that while they did not have a policy, similar protections were accorded by their code of conduct. Twenty-four entities also reported having policies for conflict resolution and against retaliation, respectively. UNESCO reported that a policy against retaliation was under formulation. With regard to parental issues, 25 indicated that they had a policy that granted parental leave, but as special leave without pay. In addition, almost all of the entities, with the exception of the World Tourism Organization and WIPO, reported having an adoption leave policy. Twenty-five indicated that they also had a breastfeeding policy.

2. Initiatives relevant to gender balance and good practices in the United Nations system

90. Several initiatives relevant to gender balance and good practices emanating from CEB, ICSC, the Inter-Agency Network on Women and Gender Equality and other United Nations system entities (as submitted by them) offer useful examples of progress, also for consideration and possible emulation. They are summarized below.

United Nations System Chief Executives Board for Coordination

Work/life balance

91. In an update to its report on work/life balance in the organizations of the United Nations system CEB identified staff well-being as an important overarching theme which encompassed work/life balance, staff mobility and staff counselling.

92. Further, CEB proposed a set of two standards for staff well-being. The first standard would include the following provisions: flextime and mandatory time off after duty travel; parental, compassionate and home leave; career development programmes; compensation of overtime for General Service staff; access to the services of a staff counsellor, ombudsperson and mediator; and stress management and staff outreach support programmes. The second standard, essentially the gold standard, would additionally include part-time work, compressed work weeks, job sharing and telecommuting; dual career and staff mobility programmes; childcare and sports facilities; and compensation of overtime for all staff.

93. CEB acknowledged that the capacity of programme and mid-level managers to implement the programmes effectively constituted the principal obstacle to achieving staff well-being and work/life balance measures. Accordingly, it requested the Human Resources Network to endorse the new framework, review and comment on the proposed standards and encourage an effective system-wide bottom-up approach to staff well-being. CEB also suggested that various staff associations and Office of the Special Adviser on Gender Issues and Advancement of Women join efforts to ensure a bottom-up approach and effective implementation.

Spouse employment

94. The CEB Human Resources Network was briefed, at its July 2010 session, on the United Nations dual career and staff mobility programme, an initiative led by the United Nations and the World Bank Group. According to the report presented at the briefing, the incidence of dual career situations was significantly higher than average among female and younger staff members, making the issue of spouse/partner work permits fundamental in the battles for both gender balance and adequate succession planning. A three-pronged strategy was recommended: the provision of information on work permits to United Nations system staff and their families; negotiation with individual host States for facilitated access to work permits for spouses/partners and pursuit of multilateral solutions to increase spouse/partner access to work permits, such as the adoption of a strong resolution by the General Assembly; and action in partnership with ministries of foreign affairs. CEB also discussed the United Nations Development Group's joint guidance note on the employment of expatriate spouses, which is being revised.

International Civil Service Commission review of gender balance in the United Nations common system

95. During its sixty-eighth session in March/April 2009, ICSC discussed gender balance and the feasibility of establishing an inter-agency roster of qualified women to accelerate progress in the 23 United Nations entities which constitute the United Nations common system that the ICSC services (see A/64/30). The report noted that the effectiveness of a roster lay in an institution's ability to register enough qualified candidates using quick pre-screening procedures. However, inadequate funding for

such an endeavour, as well as low utilization rates of existing rosters, constituted sufficient reason not to invest in an inter-agency roster at this time.

96. Alternatively, therefore, ICSC decided:

(a) To encourage entities to improve gender balance by taking advantage of the high number of impending retirements over the next five years;

(b) To underscore the importance of workforce planning, talent gap analysis and skills inventories when addressing problems of the recruitment and retention of women;

(c) To encourage the organizations to implement outreach initiatives, targeted recruitment, policies for work/life balance, flexible working arrangements, career coaching and development, and programmes in management skills and leadership development;

(d) To highlight investment in staff development and the development of an internal candidate pool.

Inter-Agency Network on Women and Gender Equality

97. At the ninth session of the Inter-Agency Network on Women and Gender Equality, from 23 to 25 February 2010, the members discussed, inter alia, developments related to gender balance and challenges facing the United Nations system.

98. The Network concluded, inter alia:

(a) That the tools developed by the Office of the Special Adviser on Gender Issues and Advancement of Women and Focal Point for Women to propel progress were very useful for advocacy and for the work of each entity. Particular mention was made of the new United Nations gender strategy and action plan, the gender scorecard, the user-friendly and comprehensive focal point website which covers all entities of the United Nations system, surveys on work/life balance and the functioning of the focal point system, and general advocacy materials;

(b) That improvement in the representation of women, in particular at the D-1 level and above, was crucial. They also noted that achievement of gender balance ought to be a minimum performance standard for all United Nations entities;

(c) That flexible working arrangements and spouse employment policies remained critical to promote women's careers and to address recruitment, retention and organizational culture issues. The members of the Network suggested that a task force be formed to advise on possibilities for improvement of institutional policies and implementation.

99. The Network has proved a valuable means to facilitate the work of the Special Adviser and the Focal Point for Women in coordination and outreach to the entities of the United Nations system to, inter alia, promote gender balance and the harmonization of policies and practices in this area.

International Labour Organization

100. Building on the action plan for 2008-2009, ILO adopted a 2010-2015 action plan for gender equality. The section on staffing and structure includes a component on gender parity with related results such as parity in senior posts, gender equality in management and leadership training programmes, strengthening of a gender-sensitive and family-friendly workplace, including by introducing a telecommuting option, and expanded opportunities for General Service staff career development. Each indicator includes a baseline, an example of indicative activities, and (when appropriate) a minimum performance standard.

International Fund for Agricultural Development

101. IFAD reported that it piloted compressed work schedule arrangements (that is, working 10 days in 9) within some divisions including the human resources office, where almost all human resources staff took advantage of it.

International Telecommunication Union

102. To strengthen a gender-friendly work environment, ITU introduced the telecommuting option.

United Nations Educational, Scientific and Cultural Organization

103. The UNESCO action plan for gender parity sets out a range of measures for achieving gender parity at senior management levels (D-1 and above) by 2015. Its four main pillars include recruitment; training and mentoring; retention and work/life balance; and an "other measures" category with 13 additional gender-related measures. The measures for ensuring gender parity at the Director level include the following: identifying relevant female professional networks through which to advertise Director posts; modifying vacancy notices for positions at the P-5 level and above to include the following language "women are strongly encouraged to apply"; applying a one-to-one gender hiring ratio for P-5 staff; ensuring a hiring ratio of three women to two men for Director posts; ensuring gender balance on selection panels; and requiring short lists to include at least two women candidates.

104. The UNESCO gender action plan also seeks to enhance women's career development through dedicated learning initiatives that include development and implementation of a management programme for women staff at the P-4 and P-5 levels; support for the establishment of informal networks of senior women staff; an increase in gender awareness through induction training courses; and inclusion of gender awareness in the leadership and change management programme.

105. Furthermore, the action plan calls for the establishment of work/life balance measures, supporting such initiatives as the local expatriate spouse association and exit interviews for women at the P-5 and above levels.

Office of the United Nations High Commissioner for Refugees

106. UNHCR set a goal of reaching gender parity by 2010 at all levels. To that effect, the policy framework includes a communication strategy, a summary of responsibilities and measures for ensuring gender equity in the management of the workforce. More specifically, its measures are subdivided into the following five categories:

(a) Recruitment and posting. Recruitment at all levels with a 3:2 women to men ratio, including at senior levels;

(b) Staff development. Integration of gender issues into leadership and mentoring programmes, and management assessment tools to ensure the development of women for senior positions;

(c) Performance management. Gender equity as a core competency within performance appraisal reports;

(d) Promotions. Incorporation of seniority as a consideration for women candidates where it is beneficial to them;

(e) Work life balance. Active encouragement of flexible working arrangements, exit interviews, spousal employment policies and similar measures. UNHCR surveyed all staff and their supervisors using flexible working arrangements, noting that their results showed general satisfaction with the effectiveness of the policy.

107. UNHCR is currently focusing on increasing awareness and accountability within the organization through the use of Intranet-based tools, staff questionnaires and working groups to strengthen implementation of its gender policy.

United Nations Relief and Works Agency for Palestine Refugees in the Near East

108. The UNRWA human resources gender policy and implementation strategy (2008) sets out a number of targets and mechanisms to achieve gender parity by 2015, in particular at the senior management level. Interventions include targeted recruitment, specialized training courses and procedures for dealing with discrimination and harassment in the workplace. In 2009-2010, gender focal points have been appointed in each of the headquarters and field locations and have developed specific human resources gender action plans for their offices. To ensure accountability, gender scorecards analyse trends and track progress across the Agency.

109. In 2010, UNRWA will develop a staff well-being framework involving new policies and initiatives around flexible working arrangements, family-friendly leave entitlements, childcare facilities and spouse employment to improve work conditions at headquarters and field duty stations. The Agency is also developing a new succession planning approach with an active focus on developing high-potential female staff.

World Health Organization

110. WHO has institutional systems in place to monitor and measure gender equality goals, ensuring that they are fully implemented and regularly reported. The World Health Assembly, at its sixtieth session, in 2007, adopted resolution WHA 60.25, in which it requested the Director-General of WHO to take forward a number of specific gender equality goals. The resolution also noted the WHO strategy for integrating gender analysis and actions into its work (WHO gender strategy), and requested the Director-General to report on progress to the World Health Assembly every two years (May 2009, 2011 and 2013), through the Executive Board. Gender parity in staffing was assessed and is monitored through two indicators: percentage of all Professional and administrative long-term and

temporary posts by sex, and level and percentage of all long-term and temporary new appointments in 2007 by sex and WHO category (Professional, National Professional Officer and General Service).

United Nations Development Programme

111. The UNDP gender parity action plan (2009-2011) of March 2009 promotes a positive organizational culture that seeks the achievement of gender equality and gender parity. For example, a salient feature of the plan is the set of instructive notes, such as the draft gender parity guidance note, directed to build institutional capacity within UNDP. The plan sets out a strategic direction to integrate gender parity; in collaboration with the Office of the Special Adviser on Gender Issues and Advancement of Women and Focal Point for Women, establishment of an informal inter-agency gender parity network to promote better inter-agency cooperation, and the publication of regional workforce bulletins to communicate changes to gender-related policy; outcome indicators to track the implementation of the Gender Steering and Implementation Committee and of Gender Equality and Diversity Unit/Office of Human Resources measures. Each measure is categorized, with subcategories, into one of three dimensions: talent sourcing (recruitment and selection), staff capacity (staff development and career planning) and enabling environment (enabling culture, monitoring and implantation). Special attention is paid to implementing work/life policies in ways that proactively seek to remove stigma, and include designing and implementing reintegration initiatives for women on special leave without pay.

B. Impediments to achieving gender balance at the P-4 to D-2 levels

112. Of the 31 United Nations entities, 27 responded to the survey on impediments for the achievement of gender balance at the P-4 to D-2 levels. All responding entities noted that they continued to encounter obstacles in one or several of the six categories of impediments, which, in order of importance, were as follows: an inadequate level of qualified female applicants; lack of special measures for gender equality or for women; lack of outreach in recruitment and lack of accountability (these latter two emerge on par); and the absence or weak integration of focal points as well as inflexibility, or weak implementation of flexible working arrangements, with these categories being qualified by observations that while policies already existed, their implementation required significant strengthening. The preceding impediments are similar to those considered in the previous report (A/63/364), indicating that they are persistent problem areas. Each impediment is addressed below.

113. **Low number of qualified women applicants.** Eighteen out of the 27 entities cited a low number of qualified women applicants as either the first or the second of the three top impediments to progress towards parity; of the 27, 13 indicated it was the most significant impediment, and 5 identified it as the second most significant. It is equally noteworthy, however, that 9 entities reported that they do not regard this factor as one of their top three impediments to progress, a positive shift relative to the previous reporting period when only 5 entities indicated that it did not constitute an impediment to progress.

114. **Lack of special measures.** A need for special measures was identified by 13 entities as being one of the top three impediments to the goal of attaining gender parity. Five considered the lack of special measures to be the most important and 6 viewed it as the second most important. It was not mentioned as a top impediment by 14 entities, all of which also indicated that they already had policies for special measures.

115. **Lack of outreach in recruitment.** The need for outreach in recruitment is closely related to the low number of qualified female applicants, and was ranked as one of the top three impediments by 13 out of the 27 entities. Three ranked it as the most important obstacle, another 3 as the second most important and 7 as the third most important impediment to achieving gender parity at the P-4 to D-2 levels. For the remaining 14 entities, lack of outreach in recruitment was not seen as one of the three major obstacles.

116. **Lack of accountability.** Overall, a lack of accountability was indicated by 8 of the entities as the most important impediment to achievement of parity. Another 3 ranked it as second or third in importance, indicating that a lack of accountability at a managerial level remained one of the primary concerns. Those assessments underline the urgent need to establish a more effective system of checks and balances. Of the 27 entities, 11 did not perceive it to be one of the top three major impediments.

117. **Lack of flexible work arrangements; lack of a gender balance focal point system.** Five entities identified the need for a gender balance focal point system as one of the top three impediments; two considered that the lack of flexible working arrangements was a major impediment. A weak gender balance focal point system and the lack of flexible working arrangements were rated as less important impediments to gender parity largely because responding entities indicated that they already either had or were part of a network of focal points (15 entities) and/or also had flexible working arrangement policies in place (27 entities).

V. Responsibility and accountability of the Office of Human Resources Management and the Chief Executives Board for promoting gender balance

118. In resolution 64/141, the General Assembly requested the Secretary-General to include in his report information on the responsibility and accountability of the Office of Human Resources Management of the Secretariat and the secretariat of the United Nations System Chief Executives Board for Coordination for promoting gender balance.

119. The CEB secretariat is responsible for data collection and coordination on a range of management issues in the United Nations system but does not have implementation authority. In that context, the secretariat prepared a note on exit interview questionnaires, as described in paragraph 86 of the present report. The secretariat also presented other documents with a bearing on gender, as described in section IV of this report (paras. 91 to 94).

120. In contrast to CEB, the principal responsibility of the Office of Human Resources Management, through the Management Performance Board, is to ensure compliance with and implementation of all human resource policies, including those

with a bearing on gender-related issues, in all offices and departments in the United Nations Secretariat. In addition to indicators on growth in gender balance, the compacts of the Secretary-General with departments contain a new objective on flexible working arrangements, with the results to be reported to the Management Performance Board in 2011. The human resources action plans also continue to include a commitment by heads of departments and offices to maintain 50 per cent female representation or to improve representation by two percentage points annually over the baseline for levels with female representation below 50 per cent.

121. At the operational level, the Office of Human Resources Management created an outreach unit in 2009 to increase recruitment of women and staff from unrepresented and underrepresented countries. In collaboration with the Office of the Special Adviser on Gender Issues and Advancement of Women, the Office of Human Resources Management also developed new terms of reference for departmental focal points promulgated on 1 August 2008 (ST/SGB/2008/12).

VI. Recommendations for accelerating progress in the United Nations system

122. Drawing upon the detailed analysis in the present report, and the policies, measures and good practices reported by United Nations entities, broad recommendations for the United Nations system are outlined below.

123. While the various United Nations entities have formulated their individual personnel policies and processes over the years, a concerted effort should be made to harmonize those elements, in their broadest scope, as far as feasible.

124. Several entities have developed promising approaches for policies and practices for advancement towards gender parity. Other entities, especially those for which progress towards gender parity appears to be less than optimal, according to the analysis in this report, may wish to study such best practices to consider their adoption.

125. Policies are only as effective as their implementation. Each entity should resolve to aim for determined implementation of staff selection policies specifically designed for rapid advance towards gender parity, complementing it with effective monitoring and reporting, preferably to the head of the entity. The lack of accountability for gender parity continues to emerge in surveys of United Nations entities as a significant impediment. Oversight at the highest level should help to overcome the issue.

126. For implementation of such policies, gender strategies and action plans are essential for each stage of the personnel process — recruitment, promotions and separations. They should be formulated and conducted under the supervision of the head of the entity.

127. Trends indicate that increasing the representation of women at one level, even the highest, does not automatically translate into gains at lower levels. Therefore, each level must be independently analysed and targeted to accelerate progress within it. At the recruitment stage, determined outreach programmes to find women candidates should therefore be established, to reach potential recruitment pools through non-governmental organizations, women's organizations, universities and

the like. Special measures for gender equality which mandate the selection of an equally or better qualified woman candidate, as evaluated against the job description, as well as incentives (such as a reduction in the years of experience required) should be offered whenever the representation of women is lower than parity for a given level in a given unit. It should be mandatory for short lists to include one third qualified women candidates.

128. Promotion processes should be given special attention to encourage improved representation of women at increasingly senior levels, including by the introduction of special measures and incentives similar to those for recruitment. Short lists should include one third qualified women.

129. At the separation stage, except for mandatory retirements, special efforts should be made to retain qualified women who have demonstrated competent career records. In addition, systematic, electronic and anonymously analysed exit interviews should be conducted to identify areas for organizational attention with the aim of increasing the retention of qualified women.

130. Flexible working arrangements and a work/life balance approach should be actively promoted, holding managers accountable for increasing implementation of all such arrangements. Organizational staff surveys and CEB recommendations consistently highlight the benefits of flexible working arrangements, including enhanced job satisfaction and organizational productivity, which both positively impact dedication to the goals of the institution, effective and modern management and retention, and help to establish the United Nations as a standard-setting exemplary institution and employer. According to the results of the survey of United Nations entities, while some flexible working arrangement policies are available in most entities, their implementation is weak and lacking accountability.

131. Involvement of staff in general, both women and men, can provide an appreciable impetus to policies and processes for progress towards gender parity. The system of Focal Points for Women throughout the system should be strengthened and given substantive support by the administration of each entity.

VII. Conclusions

132. The General Assembly mandate to achieve gender parity in the United Nations system by the year 2000 remains elusive even a decade later. The present report is the most recent in a series over the last nine years, analysing the United Nations system for progress, causes of slow progress and proposed remedial measures.

133. Since 2002 the report has covered the wider United Nations system, initially every year, and then starting in 2004, every biennium. The present report covers the period from 1 January 2008 to 31 December 2009, with updated statistics, which are the only means to assess the extent and rate of progress towards a defined goal, in this case parity for women serving in the United Nations system. The statistics demonstrate that, over the two-year period, the United Nations system has registered only a minimal increase in the representation of women of 1.5 percentage points (from 38.4 to 39.9 per cent). Such slow progress should give rise to strong concern throughout the system, along with a determination to redress this inequitable feature in relevant policies and practices in the various entities.

134. The analysis of the statistics from 2000 to 2009 also produces a discouraging picture in the overall trends in the advancement of women in the United Nations system. Over the period, the proportion of women staff rose from 33.4 per cent to 39.9 per cent, at an annual rate of only 0.7 per cent. The only encouraging detail is that the rate of increase is higher at the more senior levels, although the proportion of women at the highest ungraded levels, 27.8 per cent, still remains low. In contrast, parity has been achieved and exceeded only at the P-1 and P-2 levels. That overall disappointing trend over almost a decade should also reinforce the determination to take decisive measures to advance towards gender parity. It is important to keep in view the three stages in the composition of the personnel in any organization: appointments (or recruitment), promotions (or career advancement) and separations from service, which have been analysed for the United Nations system in the present report.

135. With respect to appointments, the trends in the system for the period covered in the report are not encouraging. For example, at the Assistant Secretary-General level and above, new appointments of women reached 28.6 per cent (an increase of 3.6 per cent), and at the D-2 level appointments constituted 26.3 per cent (a decline of almost 2 per cent), with an even more marked decline of over 3 per cent at the P-5 level. The lower levels, not surprisingly, retained higher ratios for appointment of women (44.3 per cent at P-3 and 60.3 per cent at P-2). Thus, if there is to be a meaningful advance towards parity at the middle and higher levels, the system must adopt special and effective measures to increase significantly the appointment of women to posts at those levels.

136. While appointments are key to improving the gender composition of staff, promotions are the only means to ensure that qualified women are placed at more senior levels to truly advance towards gender parity at all levels. It is encouraging that the situation is somewhat more positive with respect to promotions in the system.

137. The overall proportion of women promoted was 44.8 per cent, but again was predominantly at the more junior levels (for example, 51.5 per cent at the P-2 level), with far lower figures at the senior levels (for example, 25.4 per cent at the D-2 level). Crowding female staff into the lower levels negates the very essence of the concept of parity. Therefore, effective policies with special measures are needed in the promotion process.

138. With respect to separations, the trends are mixed for the two-year period. While women accounted for 42.6 per cent of overall separations, the ratios were low at the more senior levels (11 per cent for Under-Secretary-General, 16 per cent for Assistant Secretary-General, 21.6 per cent for D-2). This suggests that the higher the professional level of women in the system, the less likely that they will leave it. However, separations for women at the lower levels were markedly high (35 per cent at P-4, 45 per cent at P-3 and 60 per cent at P-2). Interestingly, that corresponds to the ratios at those levels for recruitment, and might be ascribed to both the restlessness of youth exploring career alternatives and the inability of the system to retain them.

139. The representation of women on temporary contracts (46.8 per cent) is higher than their representation on contracts of one year or more (39.9 per cent). That trend, on the one hand, reflects opportunities for women, albeit temporarily, who then constitute a qualified pool from which to select subsequently for more secure

contracts and positions. On the other hand, it raises the concern that less secure jobs are given more frequently to women than to men. Such disparities must be progressively eliminated.

140. In the United Nations Secretariat, the representation of women in the Professional and higher categories on contracts of one year or more was 39.0 per cent at the end of 2009. There were appreciable advances at the senior levels (an increase of 5.6 per cent and 6.6 per cent at the Under-Secretary-General and Assistant Secretary-General levels, respectively, bringing their representation to 22.6 and 26.6 per cent). This indicates that significant progress is possible if focus and determination are brought to bear on the implementation of policy. However, it does not mean that similar progress was replicated at other levels, where the lack of demonstrable progress is a cause for concern. At the P-5 and D-1 levels, the representation of women decreased (by 0.4 and 1.8 per cent, respectively), with miniscule increases at the P-3 and P-4 levels. Further, as compared to the average for the United Nations system, there is much for concern. The representation of women at the P-5 to D-2 levels in the Secretariat has been consistently lower, on average, than that of the United Nations system at those levels. At the D-2 level the Secretariat registered growth of 5.9 percentage points between 2000 and 2009. The P-5 and D-1 levels declined to levels lower than at the end of the year 2000. All three levels remained below the 30 per cent mark, at 29.7, 26.7 and 24.3 per cent, respectively. It is hoped, therefore, that the recent introduction of a revised staff selection system will contribute to a significant acceleration of efforts for parity at all levels.

141. The primary responsibility for gender balance at the P-3 to D-1 levels rests with the heads of departments in the Secretariat, who have wide delegated authority in personnel matters, and who have received clear directives to assign priority to advance towards gender parity. The central review bodies have advisory and oversight functions of procedural aspects to attain transparency and accountability. However, at present those functions have only ex post facto effectiveness. Ways must be found to assist managers to discharge their responsibility effectively.

142. In addition, mobility of staff, essential for the effectiveness of any organization, must be made more effective, making it necessary to introduce measures to enable staff, especially women, to move from one department or duty station to another with fewer hindrances. In a system as competitive as that of the Secretariat, broadening experience through mobility, even within the same duty station, where large numbers of posts are often concentrated, would contribute significantly to career advancement.

143. The creation on 2 July 2010 of the United Nations Entity for Gender Equality and the Empowerment of Women, known as "UN Women" (see resolution 64/289), was a historic step forward and represents an opportunity to significantly accelerate the efforts undertaken by the United Nations to achieve the goals of gender equality and the empowerment of women. One of the functions of UN Women will be to help the United Nations system to be accountable for its own commitments on gender equality, including regular monitoring of and reporting on system-wide progress. UN Women will be fully operational by January 2011.

144. The present report demonstrates that resolute and effective measures are essential to remove impediments to accelerated progress towards the goal of gender parity. Those measures should include more effective outreach to potential

recruiting pools through direct contacts with non-governmental organizations, women's organizations and universities. In addition, Member States are encouraged actively to submit names of women candidates, especially for senior level positions, including in peacekeeping operations. Further consideration should be given to actions to improve the career advancement of women staff, including the introduction or reintegration of special policies and processes. Consideration might be given in the Chief Executives Board to formulating a concerted effort to change the organizational cultures in ways that would assist both women and men to realize their full potential.

Annex I

Gender distribution of staff in the Professional and higher categories in the organizations of the United Nations system, continuous and fixed-term contracts, 1 January 2008 to 31 December 2009

2009 Organization	UG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Total 2009	Percentage of women December 2007	Percentage of women December 2009	Percentage change 2007-2009
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		%	%	%
FAO	4	13	10	35	12	78	89	310	123	345	136	173	107	69	1	13	482	1 035	1 517	28.6	31.8	3.2
IAEA	1	7	4	14	3	20	38	223	84	305	76	188	17	27	3	2	226	786	1 012	22.8	22.3	-0.5
ICAO	0	0	3	2	1	16	6	37	39	107	16	20	23	10	0	0	88	193	281	31.0	31.3	0.3
ICJ	0	0	1	0	0	1	1	4	5	7	12	5	7	5	0	0	26	23	49	47.7	53.1	5.4
ICSC	0	0	0	0	0	3	3	0	2	4	0	2	1	0	0	0	6	12	15	35.0	33.3	-1.7
IFAD	1	1	4	7	5	9	21	59	25	38	44	17	23	16	1	2	124	149	273	45.0	45.4	0.4
ILO	5	7	7	15	30	35	85	163	106	141	65	49	14	7	0	0	314	417	729	41.5	43.0	1.5
IMO	0	1	3	3	2	16	13	27	10	17	17	12	18	5	0	0	63	81	144	41.5	43.8	
ITC	1	0	0	0	2	1	6	25	11	25	12	20	18	16	2	3	52	90	142	35.5	36.6	1.1
ITC-ILO	0	0	0	1	0	2	5	8	7	12	11	17	9	3	0	0	32	43	75	35.1	42.7	7.6
ITU[a]																				31.7		
PAHO	2	1	0	1	16	24	30	46	77	120	45	33	21	15	9	4	200	244	444	39.4	45.0	5.6
United Nations	29	91	34	114	132	363	440	1 055	1 170	2 024	1 464	2 080	852	705	24	16	4 145	6 448	10 593	37.4	38.7	1.3
UNAIDS	1	2	2	6	14	20	46	87	62	54	25	22	1	0	0	0	151	191		48.8	44.2	-4.6
UNDP	5	5	21	56	99	168	241	385	230	337	226	209	166	105	3	1	991	1 270	2 261	38.8	43.8	5.0
UNESCO	2	9	7	18	16	50	61	96	94	117	141	111	128	60	10	7	459	468	927	47.6	49.5	1.9
UNFPA	3	0	5	10	28	36	123	122	42	61	46	34	44	13	2	0	293	276	569	52.0	51.2	-0.8
UNHCR	2	1	5	11	34	58	72	124	210	292	248	355	75	83	0	0	646	925	1 [illegible]	39.4	41.1	1.7
UNICEF	2	2	14	18	44	59	214	286	398	430	307	263	171	84	5	5	1 155	1 146	2 301	48.2	50.2	2.0
UNIDO	0	1	1	6	9	25	11	66	17	54	27	43	12	22	0	5	84	222	299	25.1	27.5	2.4
UNITAR	0	1	0	0	1	1	4	6	2	7	4	2	3	3	0	0	14	20	34	51.7	41.2	-10.5
UNJSPF	0	1	1	1	0	1	7	9	8	18	10	16	0	1	0	0	26	47	73	39.3	35.6	-3.7
UNOPS	0	1	0	3	5	27	13	53	29	93	50	142	17	31	0	0	114	350	464	24.6	24.6	0.0

2009 Organization	UG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Total 2009	Percentage of women December 2007	Percentage of women December 2009	Percentage change 2007-2009
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M		%	%	%
UNRWA	1	1	0	2	5	14	3	16	28	49	24	19	18	2	0	0	79	103	182	37.0	43.4	6.4
UNU	0	1	0	8	0	11	0	9	1	15	5	10	2	4	0	0	8	58	66	10.9	12.1	1.2
UPU	0	2	0	2	2	6	2	6	5	20	8	30	5	5	3	2	25	73	98	45.2	25.5	-19.7
WFP	3	2	10	31	29	65	82	131	138	208	209	329	101	92	1	0	573	859	1 432	20.5	40.0	19.5
WHO	7	14	12	37	49	168	245	515	342	472	171	153	55	41	8	5	889	1 404	2 293	39.1	38.8	-0.3
WIPO	1	7	3	0	2	29	30	73	63	92	70	52	28	10	0	0	197	277	470	37.7	41.6	3.9
WMO	0	3	2	8	3	9	9	36	11	28	8	9	4	4	0	0	37	97	134	42.2	27.6	-14.6
WTO	0	1	0	0	0	2	0	4	5	8	7	6	2	3	1	1	15	25	40	27.1	37.5	10.4
Totals	**66**	**175**	**136**	**409**	**496**	**1 317**	**1 700**	**3 981**	**3 157**	**5 500**	**3 289**	**4 421**	**1 788**	**1 441**	**66**	**66**	**11 514**	**17 335**	**28 849**	**38.4**	**39.9**	**1.5**

Source: Data from United Nations entities.

Note: ICJ = International Court of Justice; ITC-ILO = International Training Centre; UNJSPF = Secretariat of the United Nations Joint Staff Pension Fund and United Nations Staff Pension Committee.

[a] No 2008 and 2009 data submitted by ITU.

Annex II

Gender distribution of staff in the Professional and higher categories in the United Nations Secretariat by department/office and level, as at 31 December 2009

	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Subtotal			
Department/Office	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	Percentage Women
CTED	0	0	1	0	0	0	2	0	5	4	6	4	3	0	1	1	0	0	18	9	27	33.3
DESA	5	0	2	1	6	4	32	12	58	26	58	53	68	42	91	132	5	8	325	278	603	46.1
DFS	0	1	1	0	4	0	4	3	24	7	39	30	78	49	6	11	0	0	156	101	257	39.3
DGACM	1	0	1	0	3	1	12	4	64	43	114	89	82	100	15	21	0	0	292	258	550	46.9
DM/CMP	0	0	1	0	1	0	0	0	1	2	4	0	2	0	0	0	0	0	9	2	11	18.2
DM/OCSS	0	0	1	0	2	0	4	0	5	6	14	16	19	15	7	7	0	0	52	44	96	45.8
DM/OHRM	0	0	0	1	1	2	3	2	9	8	17	17	7	18	6	8	0	0	43	56	99	56.6
DM/OPPBA	0	0	1	0	1	2	5	2	9	13	23	23	22	26	7	6	0	0	68	72	140	51.4
DM/OUSG	1	1	0	0	4	1	6	4	10	10	11	11	3	10	2	4	0	0	37	41	78	52.6
DM/SECCOM	0	0	1	1	0	1	1	0	2	2	0	5	0	1	0	0	0	0	4	10	14	71.4
DPA	5	0	3	0	5	2	9	7	16	12	37	20	25	25	13	12	0	0	113	78	191	40.8
DPI	1	0	0	0	3	1	5	11	20	15	39	32	40	47	29	44	2	2	139	152	291	52.2
DPKO	1	0	4	0	5	3	7	4	30	8	142	41	49	52	5	8	0	0	243	116	359	32.3
DSS	1	0	0	0	2	0	3	0	12	1	31	9	23	11	1	2	0	0	73	23	96	24.0
ECA	1	0	0	0	0	1	8	7	33	7	39	22	43	14	14	11	0	0	138	62	200	31.0
ECE	1	0	0	0	0	0	4	5	19	7	22	11	19	21	11	13	0	0	76	57	133	42.9
ECLAC	0	1	0	0	1	0	9	2	27	4	46	22	28	17	20	27	0	0	131	73	204	35.8
EOSG	2	2	3	1	4	0	4	3	5	3	11	9	4	7	1	1	0	0	34	26	60	43.3
ESCAP	0	1	0	0	1	0	10	4	25	6	37	13	38	18	11	18	0	0	122	60	182	33.0
ESCWA	1	0	0	0	0	0	6	1	18	9	13	9	10	11	8	7	0	0	56	37	93	39.8
Ethics Office	0	0	0	0	1	0	0	0	0	1	0	1	2	1	1	0	0	0	4	3	7	42.9
FM/DFS	13	1	22	8	33	4	104	18	229	72	576	226	754	348	203	163	0	0	1934	840	2774	30.3
ICT	0	0	1	0	0	0	3	0	10	4	21	7	26	12	7	5	0	0	68	28	96	29.2
Interorg.	0	0	0	0	0	1	0	0	1	1	0	1	4	0	0	0	0	0	5	3	8	37.5
OAJ	0	0	0	0	2	1	0	1	1	1	1	2	1	0	1	1	0	1	6	7	13	53.9
OCHA	1	0	0	2	3	0	5	4	51	16	97	81	151	100	37	45	1	2	346	250	596	42.0
ODA	1	0	0	0	1	1	2	2	9	2	10	3	5	4	1	5	0	0	29	17	46	37.0
OHCHR	0	1	0	1	2	2	8	3	34	17	65	68	85	96	16	44	0	1	210	233	443	52.6

Department/Office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Subtotal			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	Percentage Women
OHRLLS	1	0	0	0	0	1	1	0	1	1	2	0	1	1	0	0	0	0	6	3	9	33.3
OIOS	0	1	0	0	0	0	5	2	13	8	46	25	29	26	4	11	1	0	98	73	171	42.7
OLA	0	1	2	0	3	0	5	4	12	8	15	14	6	14	4	8	0	0	47	49	96	51.0
Ombudsman	0	0	1	0	0	0	1	0	0	1	1	1	0	1	0	0	0	0	3	3	6	50.0
OSAA	0	0	0	0	1	0	1	0	0	1	0	2	2	2	0	0	0	0	4	5	9	55.6
OSLA	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	0	0	2	1	3	33.3
OSRSG/CAAC	0	1	0	0	0	0	0	0	0	1	2	0	0	2	1	0	0	0	3	4	7	57.1
RC	0	0	0	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	1	2	3	66.7
UNAT	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0	0	0	3	3	100.0
UNCC	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	2	3	66.7
UNCTAD	1	0	1	0	4	1	11	6	37	12	54	17	61	42	29	19	1	0	199	97	296	32.8
UNEP	1	0	1	1	5	3	41	10	85	28	120	73	100	88	38	74	2	8	393	285	678	42.0
UNFIP	0	0	0	0	1	0	1	0	1	2	1	0	0	1	0	1	0	0	4	4	8	50.0
UN-Habitat	0	1	0	1	3	0	16	3	38	11	35	18	29	30	17	25	0	0	138	89	227	39.2
UNODC	1	0	0	0	2	0	10	3	35	12	67	40	40	41	8	19	0	0	163	115	278	41.4
UNOG	2	0	0	0	1	1	5	3	46	25	90	64	63	63	17	26	2	3	226	185	411	45.0
UNON	0	0	0	0	2	1	2	0	11	1	16	15	26	18	6	7	1	0	64	42	106	39.6
UNOV	0	0	0	0	1	1	3	1	14	11	39	14	21	18	6	7	0	1	84	53	137	38.7
Total	**41**	**12**	**47**	**17**	**109**	**35**	**359**	**131**	**1 021**	**431**	**1 961**	**1 110**	**1 969**	**1 394**	**645**	**795**	**15**	**26**	**6 167**	**3 951**	**10 118**	**39.0**

Source: Prepared on the basis of data submitted by the Office of Human Resources Management.

Note: CTED = Counter-Terrorism Committee Executive Directorate; DESA = Department of Economic and Social Affairs; DFS = Department of Field Support; DGACM = Department for General Assembly and Conference Management; DM = Department of Management; CMP = Capital Master Plan Project; OCSS = Office of Central Support Services; OHRM = Office of Human Resources Management; OPPBA = Office of Programme Planning, Budget and Accounts; OUSG = Office of the Under-Secretary-General; SECCOM = Secretariats of the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and Panel of External Auditors and the Independent Audit Advisory Committee; DPA = Department of Political Affairs; DPI = Department of Public Information; DPKO = Department of Peacekeeping Operations; DSS = Department of Safety and Security; EOSG = Executive Office of the Secretary-General; FM/DFS = field missions administered by the Department of Field Support; ICT = Office of Information and Communications Technology; Interorg. = interorganizational bodies, including the secretariat of the Joint Inspection Unit; OAJ = Office of the Administration of Justice; OCHA = Office for the Coordination of Humanitarian Affairs; ODA = Office for Disarmament Affairs; OHRLLS = Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; OLA = Office of Legal Affairs; OSAA = Office of the Special Adviser on Africa; OSLA = Office of Staff Legal Assistance; OSRSG/CAAC = Office of the Special Representative of the Secretary-General for Children and Armed Conflict; RC = Regional Commissions; UNAT = United Nations Administrative Tribunal and its secretariat; UNCC = United Nations Compensation Commission; UNFIP = United Nations Fund for International Partnerships; UNODC = United Nations Office on Drugs and Crime; UNOG = United Nations Office at Geneva; UNON = United Nations Office at Nairobi; UNOV = United Nations Office at Vienna.